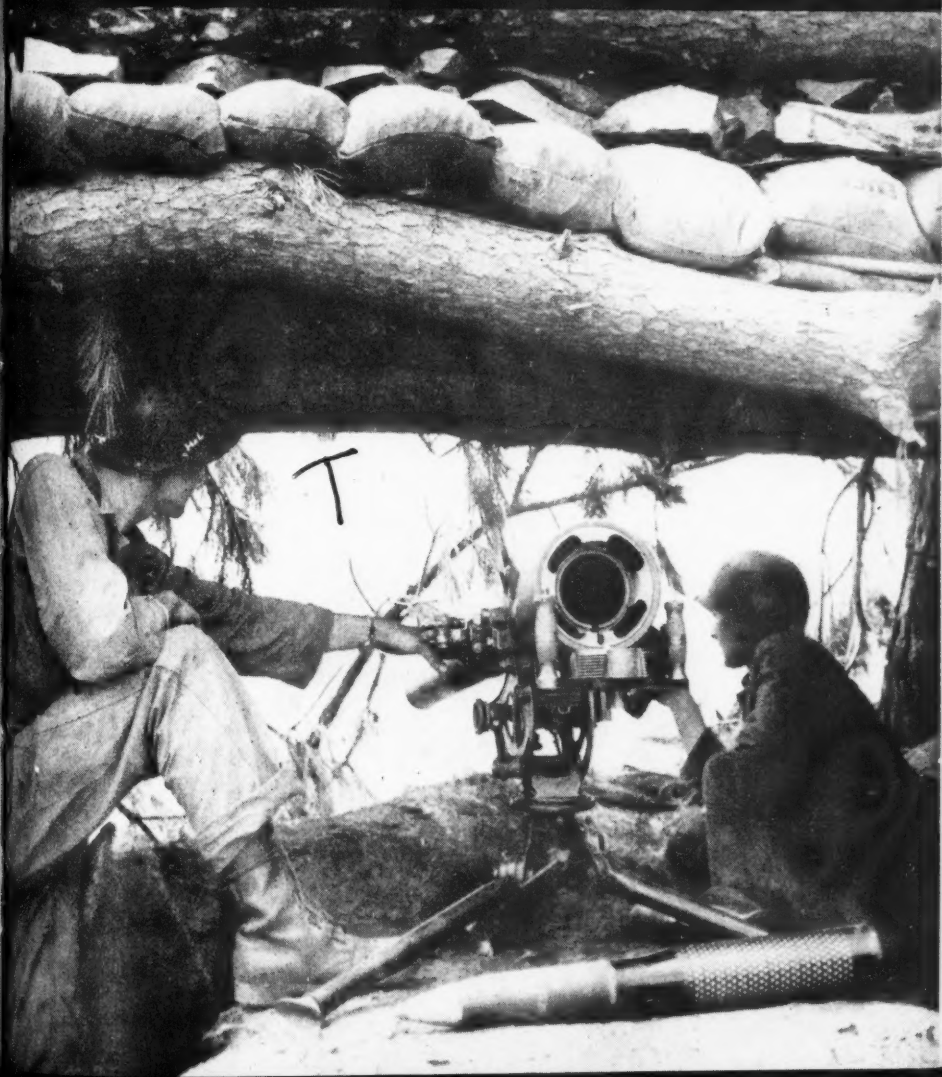


MARCH 1953

ARMY INFORMATION DIGEST



In This Issue:

THE ABILITY TO COMMUNICATE by signs, symbols and the written and spoken word, is a distinguishing trait which makes possible man's organization in civilized society. The Army Signal Corps, which observes its ninetieth anniversary this month, can trace its development from the couriers of ancient Greece and Rome through the smoke signals of Indian tribesmen to the modern miracles of electronics and radar. Historic stages in the evolution of military communications are sketched on the back cover.

THE SIGNAL CORPS was established as a separate branch of the Army by Act of Congress on 3 March 1863. Its first chief, Albert J. Myer, was an assistant Army surgeon who had done research in sign language for the deaf. During the Civil War, the Signal Corps brought the field telegraph into extensive use and a Balloon Corps for battlefield observation was also introduced. The semaphor flags and "flying torches" of that era remain as symbols in today's insignia.

AMONG ITS ACHIEVEMENTS, the Signal Corps pioneered in weather observation, aviation and photography. A storm warning weather service was begun in 1870. A Division of Aeronautics—forerunner of the Air Force—was established to study "the flying machine" in 1907. Photography was assigned to the Corps in 1917.

SUPERIOR COMMUNICATIONS accounts for the speed and flexibility of United States combat units and their ability to deliver devastating concentrations of fire wherever needed. Additional communications specialists in a United States division actually increase the unit's effectiveness compared with that of a Soviet division, the article on "Combat Efficiency and Fire Power" makes clear. The "hip pocket" artillery support provided by the 75-mm. recoilless rifle team pictured on the front cover is one of the reasons why the United States Army, man for man, has more killing power than any other army in the world.

"A PUBLIC THOROUGHLY INFORMED on Army affairs and objectives is the strongest advocate of proper defense measures," declares the Army Chief of Information in reviewing the past year's work of the Public Information Division. Elsewhere in this issue, the story behind the television series chronicling the Navy's battle actions of World War II is recounted in "Victory at Sea."

BARRIERS TO ADMINISTRATIVE EFFECTIVENESS are being leveled by the Army Records Project's continuing drive on unnecessary paper work. The resulting streamlined procedures are described by The Adjutant General in "Assault on Records."

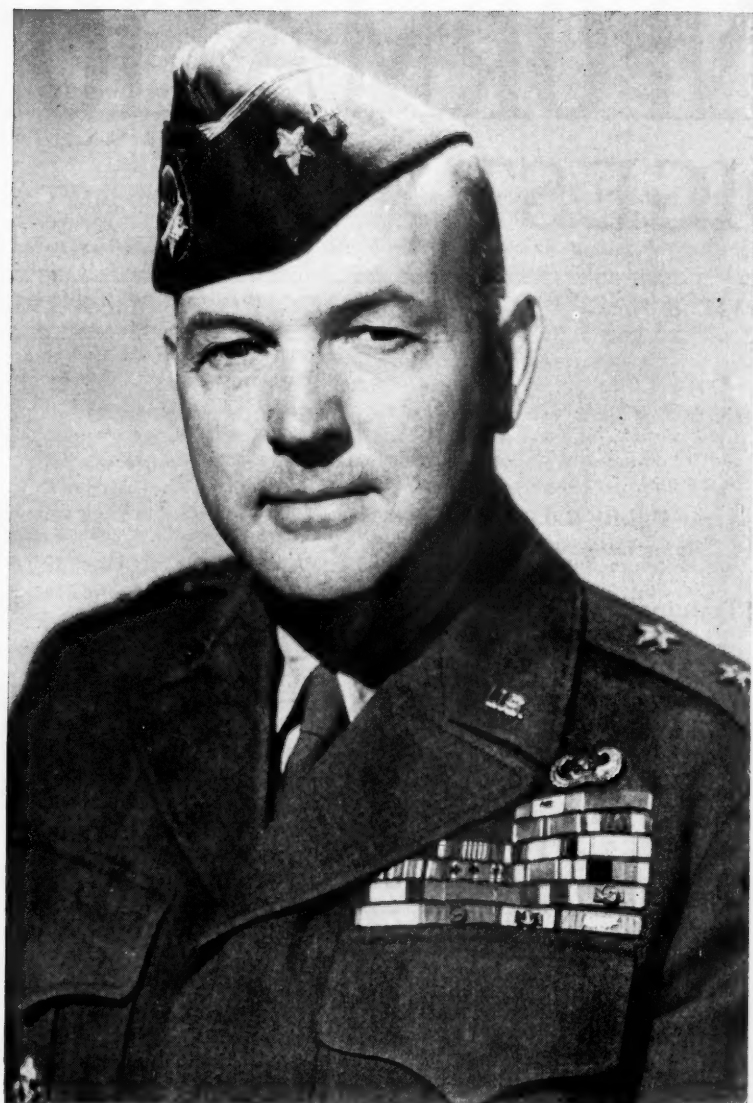
ARMY INFORMATION DIGEST

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U. S. Army Photograph

MAJOR GENERAL FLOYD L. PARKS
CHIEF OF INFORMATION, DEPARTMENT OF THE ARMY

ARMY PUBLIC RELATIONS— A REVIEW OF 1952

MAJOR GENERAL FLOYD L. PARKS

WHEN WE GIVE our soldiers impressive new weapons, we also give them a definite conviction that their arms are superior to those of the enemy. This breeds confidence.

As we instill individual confidence in our soldiers, we also must infuse in our fellow-Americans a sound appreciation of what the Army is trying to do. This can be done only through a good public relations and information program built primarily upon high standards of performance.

As members of the Army in a democratic nation, we cannot live in a vacuum apart from the rest of our fellow citizens. Because of the militant strides of Communism, the need for close co-operation through understanding and mutual confidence among our citizens is greater today than ever before.

This mutual confidence can be engendered best through public opinion which, for the most part, is formed and molded by what people read or hear or see. It is important to the Nation that matters concerning the Army be presented factually and quickly. Good public relations is good performance.

With a deep awareness of the Army's obligation to keep the American public fully informed, we accelerated our efforts throughout calendar year 1952 to supply fair, complete and accurate coverage of Army activities through all public information media.

Continuous dissemination of factual information and professional opinion to the public, as well as participation in local community life by Army public information officers during the past year, helped the Office of the Chief of Information achieve many of its public information objectives. These objectives were:

1. To foster public pride in the United States Army and to bolster the soldier's pride in himself and in the Army.

2. To broaden the impact area of Army public information by providing publications, radio and television with information

MAJOR GENERAL FLOYD L. PARKS, USA, is Chief of Information, Department of the Army.

about the Army which they do not receive through news services.

3. To support and explain the personnel actions of the Department of the Army with particular respect to civilian components, rotation from Korea, assignments and world-wide commitments.

4. To explain and support the Army's procurement program, including the Salvage Rebuild Program and the Cost Consciousness Program.

5. To support the training program.

At the top level the Secretary of the Army stressed in his speeches, public appearances and statements the importance and responsibility of the soldier, and the ability of the Army to work within the national potential.

As another step toward its objectives, the Public Information Division enlisted as one of its aids the dynamic, fast developing new medium of television to convey its story to the people. An Army-produced series of television programs entitled *The Big Picture* met with widespread public acceptance and is being carried by 97 of the 111 television stations now on the air.

In several instances, stations have localized the program by allotting time for home-town stories and features to precede and follow the film. This not only gives the station a better opportunity to obtain local sponsorship but also gives the Army additional air time with its national audience.

The Big Picture is a perfect example of joint co-operation between the Signal Corps and the Public Information Division. Signal Corps camera crews followed PID requirements in making up the feature in 28-minute units at the Signal Corps Photographic Center, Astoria, Long Island. The series was voted "the most outstanding public service in television" in a poll of radio and television editors by the trade magazine, *Billboard*.

Yet this is just one utilization of the new medium. Every effort is made to respond to the requests of such television documentaries as Edward R. Murrow's *See It Now* on the Columbia Broadcasting System, and Dave Garroway's *Today* on the National Broadcasting Company network.

Still another facet is a special television series now in production which will present to the public the dramatic story behind each Medal of Honor winner.

Supplementing these efforts, the Pictorial Branch made available more than 25,000 feet of stock footage taken by Army cameramen in the field, for copying by newsreel and television agencies and for release as spot news and featurette stories.

While television has given the Army a new means of telling

its story through an estimated twenty million receivers to a potential audience of sixty million, radio has not been neglected.

Both radio and television programs are divided into several categories, making possible a selective use of broadcasting media: news, women's interest, youth, sports, dramatic, religious, musical, special events, quiz shows and "disc jockeys." This requires that Army material be prepared with a particular purpose in mind. Special research is frequently necessary to assist network radio writers preparing material for such programs as *Report from the Pentagon*, *You and the World*, *Mutual Newsreel*, *Time for Defense*, *Kate Smith* and *Mary Margaret McBride* shows, and *Cavalcade of America* among others.

For that old radio stand-by—the "soap opera"—special releases were prepared for women commentators so that they might bring to the listening audience pertinent facts on how the men and women of their Army are cared for and how they divert themselves in their spare time.

Nor have we neglected that American phenomenon, the "disc jockey." With two thousand of them on the air day and night attracting youthful listeners of pre-induction age, their influence on this vital audience has not gone unnoticed. From time to time, messages of special interest to the teen-ager went out to the men and women behind the turn-tables. Occasional fact sheets for background information, including a digest of the history and traditions of each division on active duty during the year, were compiled and distributed to network news editors and commentators.

More than two thousand special messages in the form of tape recordings from oversea theaters and field installations in the United States also were sent to individual radio stations.

Why all this effort?

Consider the geography of radio and the number of its potential listeners. Statistics reveal that in addition to one hundred and five million radio sets in home use there are twenty-five million sets in automobiles cruising the road networks of the United States, and six million personal, battery-operated sets for a grand total of one hundred and thirty-six million.

Through these millions of radio and television receivers, accessibility to the eyes and ears of the Nation has been made easier than in the past. The story conveyed by radio and television of what the Army has done, is doing, and hopes to do must gain for us the understanding and confidence so necessary today.

The task of satisfying the American public's demand for infor-

mation concerning the missions, activities and accomplishments of their Army was illustrated pictorially through all forms of national publications. During the past year, more than eighty-three thousand Army photographs were furnished newspapers, magazines, house organs, science, service and trade journals.

An important and far-reaching medium for sustaining broad public understanding of Army activities also was found in commercial motion pictures. In this field, where an estimated seventy-five million people attend some twenty thousand theaters in the United States each week—where a “hit” picture may reach as many as forty million persons, exclusive of foreign audiences—Army assistance in the preparation of films based on military topics is a vital aspect of the Army public information program.

In January 1952, a branch office of the Chief of Information was established in Los Angeles for the purpose of improving liaison between the Army and the entertainment industry. This assistance played an important part during the past year, when the motion picture industry produced more films on Army activities than ever before. In all, thirty-five features and short subjects—ranging from entertaining comedies depicting the life of a recruit to action-filled war dramas—helped bring to the American public a better understanding of Army life and the sacrifices and hardships of the individual soldier.

For millions of Americans, productions such as *Go For Broke*, *Battleground*, *Breakthrough*, *Force of Arms*, *Never Wave at a Wac* and *Thunderbirds*, to name a few, portrayed with marked realism the men and women in our service. From such pictures and from newsreels, the average American gains many of his concepts of life within our far-flung Army.

What does the Army get in return for this co-operation?

Co-operation gives the Army the opportunity to review story outlines, screen plays and completed films. It enables the Army to make recommendations which will improve the picture from the Army's point of view. In addition, it enables the Army to appoint a competent military adviser to supervise the military aspects of the production, thereby insuring authenticity and realism. Equally important, such co-operation generates good will with the motion picture industry and enables the Army to suggest motion picture stories that project the Army's plans, policies and interests.

In addition to still photographs, the stock footage for newsreel and television agencies, and the assistance given the commercial entertainment industry, the Pictorial Branch constantly screens

completed Army-produced motion pictures prior to release. Many of the Army-produced motion pictures released in 1952 were initiated primarily for public informational purposes. This is just another of a variety of methods the Army uses to best tell the story of its branches and services so that the American public may better know their Army.

Through the pages of ARMY INFORMATION DIGEST, official monthly magazine of Department of the Army, authoritative articles on current policies, plans and operations of the Department of Defense, Department of the Army and the other services and reserve components were made available to military and civilian readers world-wide. During 1952 approximately 53,000 copies were distributed monthly to Army, Navy, Marine Corps and Air Force personnel in all parts of the world, thus helping to advance cross-education and understanding among the sister services. Distribution also included newspaper and magazine editors, columnists, radio commentators, libraries, educational institutions, business organizations, government agencies and individual subscribers. Among these individuals and groups, many have indicated their reliance on the DIGEST as a dependable source of information on current policies and programs. Reflecting its all-service viewpoint, the DIGEST is edited and published at the Armed Forces Information School, Fort Slocum, New York, under the supervision of the Commandant of the School, on behalf of the Chief of Information of the Army.

In the national magazine field, coverage of the Army has broadened conspicuously in number and variety of subjects and in tone during the past year. This can be traced in part to the substantial assistance given editors, writers and publishers by the Magazine and Book Branch in connection with more than one hundred sixty manuscripts originating from non-Army sources. That this assistance has not been in vain is evidenced by the fact that out of a total of thirty military articles appearing in a leading magazine, eighteen dealt with Army subjects.

In an average week, the Branch receives between twenty-five and thirty requests for material or information. Whenever possible, such material is obtained from agencies on Department of the Army level. However, when the desired information is not readily available, requests go to the field installations concerned.

When the *Swedish-American Monthly* expressed interest in the possibilities of an article describing the training of American soldiers of Swedish ancestry, the Branch checked and found that many soldiers fitting this qualification were undergoing

basic training at Camp McCoy, Wisconsin. Information was obtained from the field installation, cleared for security and mailed to the writer who prepared the story.

Other types of requests also were handled. *Esquire* planned to publish a series of pictures showing how Army tactics have changed since the Revolutionary War. The editor informed the Branch that he felt the appeal and value of the feature would be enhanced by text written by General Mark W. Clark, then Chief of Army Field Forces. The Branch handled this request and secured General Clark's commitment to write the story which appeared in the July 1952 issue.

These are but a few examples of the kind of requests processed through the Magazine and Book Branch.

When an article written by someone in the Army or an idea for an article comes to the attention of the Branch, it is evaluated for acceptability and propriety, cleared with appropriate Army and Department of Defense agencies for security, and presented to magazines for editorial consideration. Of a total of 404 articles submitted by Army authors, the Branch placed 76.

The most important function of the Branch is origination of ideas on Army themes and the acceptance of these themes by the editors and writers. Indicative of the success of this effort is the fact that during the year, eighty-seven article ideas originated by the Branch were accepted for development and subsequent publication.

Apart from the general interest magazines of national circulation, the Division presented a variety of information to the industrial field which includes more than sixty-five hundred industrial and house organ publications with a readership of more than seventy million. More than twenty-three hundred articles and photographs were made available to these publications by the Industrial Relations Branch.

In the furtherance of mutual public relations goals, the Branch contributed essential Army information to *Military Production News*, a bi-monthly news and photo sheet formerly published by the Office of Public Information, Department of Defense and released to five thousand industrial outlets. Information on Army production, procurement, research and development, and the Army's cost consciousness, rebuild, salvage, scrap and anti-waste campaigns was featured prominently.

To ascertain the problems of the small businessman participating in the Army Procurement Program, a survey was taken to determine what could be done to help small business in obtaining

and completing Army contracts. The survey, besides leading to correction of several difficulties and oversights in the initial program, had the additional effect of letting the small businessman know that the Army was vitally concerned with his welfare.

Perhaps the most important special project undertaken by the Industrial Relations Branch during 1952 was one for which industry itself was responsible. Editors attending the 1951 convention of the International Council of Industrial Editors in Chicago pointed out that the information they desired most from the Army was photographs and stories on their products and their former employees in training and in combat.

Accordingly, an officer was sent to Alaska, Japan, Korea and Okinawa to demonstrate to public information officers what was wanted by industrial concerns in the United States. As a result of this trip, approximately seventy articles and photographs now are sent each month by the Industrial Relations Branch to industrial editors all over the United States. Hundreds of photographs of former employees, now serving in the Army, were procured on request for such firms as Shell Oil Company, Pullman-Standard Car Manufacturing Company and Libby-Owens-Ford Glass Company, to name only a few.

Also during 1952, an invitation was extended to selected leading automotive writers, covering all types of news media, to take a 30-day, 17,000-mile trip, following the path of Ordnance supply from the drawing board to the front lines in Korea. Its purpose—to create an understanding in the minds of these writers which would better equip them for future writing on Ordnance and the Army in general.

As a direct result of this tour by eleven writers, a large amount of favorable copy concerning Army Ordnance activities appeared in print. Tabulated known results showed a total of 254 articles and 82 pictures representing more than 200 newspaper columns. In addition to the news copy, at least 16 air hours on 42 radio programs were devoted to Army activities.

Just as the time and planning involved in arranging a press tour helps promote understanding, so the prompt and expeditious handling of press inquiries and the issuance of national releases often determine the Army's standing with the press. Good public relations often depends on good press relations.

Throughout the year, the News Branch—through its Press, Feature and War Briefing Sections and the Army Home Town News Center—served as outlets for Army news. Their efforts provided a constant flow of informational material to national

and local media, Army publications and service journals.

The Press Section of News Branch answered more than seventy-five hundred inquiries from news representatives, Congressional sources and the general public. It arranged and monitored seventy-five interviews between correspondents and Army officials and prepared and issued approximately seven hundred and fifty formal press releases ranging from announcements of routine general officer assignments to the Army's establishment of guided missile battalions and building of the 280-mm. artillery piece.

Current information on the military situation in Korea—primarily as it pertains to the operation of Army forces—was distributed by the War Briefing Section. Communiques and reports on the truce conference were disseminated to the press, the Department of State and United Nations officers.

In an effort to keep the press abreast of the military situation in Korea, briefings of news representatives were continued and three special briefings were arranged for visiting foreign editors. Prominent speakers provided additional background information at the briefings. In addition, situation maps were maintained in press rooms at The Pentagon and the Press Club in Washington.

Along with other units of Public Information Division, the Feature Section fulfilled a need by newspapers and other publications for informative Army news feature stories. This Section now is serving the major press associations, syndicates, some sixteen hundred daily and weekly newspapers, three hundred Army papers and official and semi-official service magazines, through a bi-weekly clip sheet and picture matrix service.

To promote and publicize the role of the Army during the past year, more than two hundred and thirty feature stories and approximately five hundred news briefs were released. The Army's cost consciousness campaign was given particular attention. Each week for one year, at least one feature was devoted to some phase of the continuing economy drive within the Army.

The story of the air-lifting of the 31st Infantry Division from Columbia, South Carolina to Temple, Texas, in the spring of 1952 was told by personnel from the Feature Section teamed with the public information staff of the Division and the Home Town News Center. Together, these agencies turned out a short feature tailored especially for each newspaper in Mississippi and Alabama, the home of that National Guard Division. In addition, tape recordings and five-minute news stories were prepared for

each radio station in the two states. All of this material—both newspaper and radio—was in the hands of editors forty-eight hours before the airlift began. It featured names, addresses and quotes from home-town soldiers as part of the complete story of the historic airlift.

Later in 1952, when the Army began making plans for the christening of a new medium tank—the Patton M48—at the Chrysler Tank Plant at Newark, Delaware, the Section not only prepared the initial announcement but helped make up a complete press packet for use by approximately two hundred newsmen covering the event.

A combined effort by the Feature Section and the newly organized Army Home Town News Center helped highlight individual soldier participation in the atomic exercises at Camp Desert Rock, Nevada. Eleven full-length stories, twenty-two hundred home town features and more than four hundred news pictures were released to the press before the shots were fired.

The Army Home Town News Center—activated in Kansas City, Missouri, in July 1952—is now a solid, hard-hitting activity of the News Branch. Since its organization it has compiled a formidable total of about one million home-town news releases, including photographs, and tape-recorded mailings to 11,500 editors throughout the Nation.

The Center's mailing list now includes more than 85 percent of all daily and weekly newspaper editors, and 65 percent of all radio and television editors. The impact of this operation on the American press has been tremendous. Some twenty-five hundred editors receiving these releases took time to write unsolicited complimentary comments regarding the Center's service. Another eighty-six hundred sent detailed instructions outlining their areas of interest.

While these personal notes have gone out day after day to all parts of the country, the colorful story of the Army also has been told through the medium of three-dimensional exhibits and graphic displays to millions of Americans at county fairs, expositions, educational gatherings, and many other public occasions. Prepared by the Exhibit Section of the Liaison Branch, these visual aids are an indispensable tool in carrying the Army story to audiences already in a receptive mood.

The Special Events Section of the Liaison Branch arranged for military participation in some seventy-five events, including band appearances, with particular emphasis on the work of the Army Field Band. In the fall of 1952 this band toured Europe

playing forty-two engagements in twenty-seven cities in eight different countries.

Speakers—many of them Korean veterans—also were provided to present the Army's point of view on matters of national and international importance before reserve and veterans groups, civilian clubs and fraternal organizations.

The Field Services Section of the Public Information Division continued to process the accreditation papers of correspondents, made travel arrangements and obtained clearances for oversea theaters for press and news media representatives.

The many activities initiated and implemented at the national level also have been carried out successfully through Army public information facilities operating in the major commands in the United States and in oversea areas.

Within the continental United States, the Army Field Forces and the six Army headquarters have Public Information Sections corresponding to the organizational system of Public Information Division, although on a necessarily smaller scale. Liaison is close and continuous, by bulletin, letter, telegram and telephone.

A good example of the co-ordination effected in the Army's Blood Drive was Operation America—a project undertaken at Fort Jackson, South Carolina. To stimulate interest in the mission of the Army Blood Donor Center at that station, personnel records were screened to find a volunteer donor from each state to meet the forty-eight pint daily quota. A photograph of each of the state representatives was forwarded to his home-town newspaper and a copy was also sent to a newspaper circulated state-wide. Clippings attest to the widespread publicity accorded Operation America.

This, and many other local projects, played an important part in the integrated pattern of world-wide public information activities. To better community relations in the Third Army Area, the State Superintendents of Education of North Carolina, South Carolina, Florida, Georgia, Mississippi and Alabama were invited to observe recruit training methods at Fort Jackson and advanced training methods at Fort Benning.

The Army made concerted efforts in local communities to strengthen its civilian relations through the activities of Army Advisory Committees and through liaison by public information officers in the field.

In major oversea commands, public information officers were faced with many of the same problems encountered within the United States as well as a few additional ones peculiar to their

theater of operations. Besides furnishing facilities, logistic support and communications for accredited correspondents from the United States and allied countries, they were charged with the responsibility of maintaining a public information policy directed to the countries in which they were operating.

The Far East Command handled such public information activities as field press censorship, civilian relief activities, truce negotiations, military communiques, and information concerning the Kojé prisoner of war inclosures.

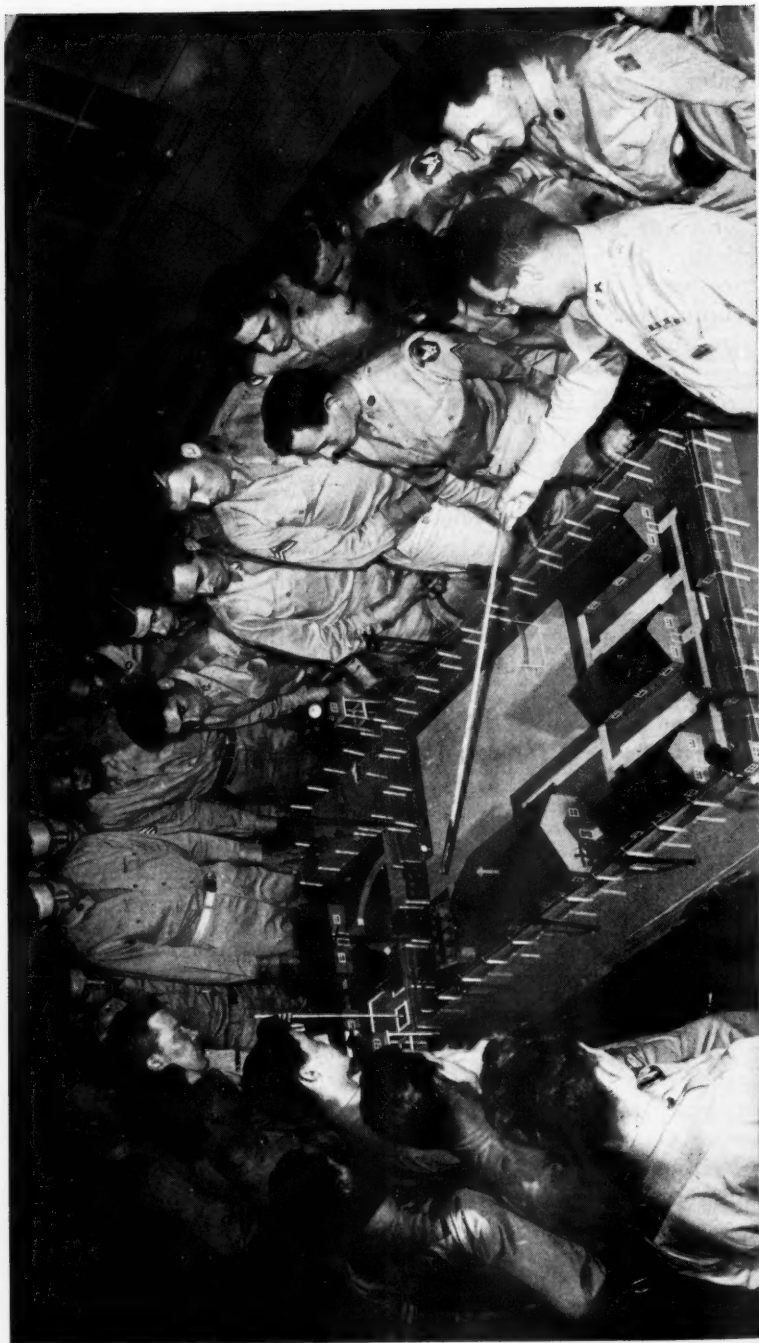
In Europe, the U. S. Seventh Army combined its task of defending Western Europe with its public information task of advancing German-American relations.

Development and administration of a public information program as comprehensive and as varied as this requires trained and experienced personnel to fill the various headquarters and field assignments. Some officers and enlisted men come into the Army with a background of newspaper, magazine, radio, television or photographic work. Others have a flair for public relations but have had no training. Practically all of them need orientation in Army public relations policies and procedures.

To fill this need the Chief of Information sent ninety-four Army officers and two hundred and forty-four Army enlisted personnel during 1952 to take the public information course at the Armed Forces Information School. Here, at the only unified school of the Armed Forces which gives instruction to both officer and enlisted personnel, students learn newspaper writing, radio, television, photography, speech preparation and delivery, and related subjects. This training prepares them for, or makes them more proficient in, public information assignments.

Individual and collective efforts by Army public information officers during the past year in support of our public information program have made it a year of progress. The many activities—the personal notes, news, feature, radio, television and film releases—stressing the unity of citizen and soldier must continue unabated in the realization that a public thoroughly informed on Army affairs and objectives is the strongest advocate of proper defense measures.

Neither the Army nor the Nation can survive if the basic philosophies for which they stand, decay because of apathy.



A class in penal measures employs a scale model to study the security aspects of a disciplinary center.

U. S. Army Photograph

TRAINING FOR MILITARY POLICEMEN

COLONEL JEREMIAH P. HOLLAND

THE TWO military policemen patrolling the Ginza in downtown Tokyo thought they had spotted an enlisted man impersonating an officer. The man in question was a timid-looking individual in his early twenties wearing obviously new second lieutenant's bars.

"Sir, may I look at your identification card?" the MP asked. Spotting phonys and AWOL's is a regular technique among trained military policemen. Even a slight discrepancy in the uniform or a nervous reaction like turning and walking away with increased speed at the sight of the familiar dark blue and white brassard are tell-tale clues.

The man fumbled for his wallet and produced some papers. But this time the MP's hunch was wrong. The lieutenant was the real thing. Only recently he had been awarded a battlefield commission and this accounted for his apparent "greenness."

The two MP's handled a delicate situation efficiently and courteously. They saluted and left the lieutenant with his feelings unruffled.

Not too many years ago the average military policeman without much experience might seek to cover up any lack of self-confidence by "acting tough." He might correct another soldier for some uniform infraction and if the soldier talked back, the MP might show his authority by using his night stick. He did not have skill in the technique of handling people smoothly.

Today's military policeman is a different breed. At The Provost Marshal General Center at Camp Gordon, Georgia, he receives many kinds of specialized training which make him far superior to the old model. Before he puts on his brassard, his instructors try to present him with every type of situation he might meet on his first patrols. By setting up difficult problems in handling people, like presenting a high ranking officer with a speeding ticket or breaking up a barroom fight, they

COLONEL JEREMIAH P. HOLLAND, *Military Police Corps*, is *Commanding Officer, The Provost Marshal General Center, Camp Gordon, Georgia.*

teach him how to perform his duties courteously but firmly.

The Provost Marshal General Center is the major military establishment for training, instruction and research in military police and military government subjects. Since September, 1950, it has been training officers and men for all of the armed services and for some foreign armies. Fifty thousand students have graduated from the Provost Marshal General's School (formerly known as the Military Police School) and the Military Police Replacement Training Center. These and the Military Police Board and the Criminal Investigation Laboratory are the main organizations making up the Center.

The Provost Marshal General's School is divided into two sections—resident and nonresident. The resident school is composed of five departments, each specializing in a different phase of military police or associated functions—Provost Marshal, Military Government, Criminal Investigation, Tactics, and General Subjects.

Directly under the office of the assistant commandant is the Academic Review Board which surveys all lesson plans, films, school texts and training aids in order to keep courses attuned to the current doctrine of the Military Police Corps and to Department of the Army policies. The Board also conducts research and analysis on special subjects.

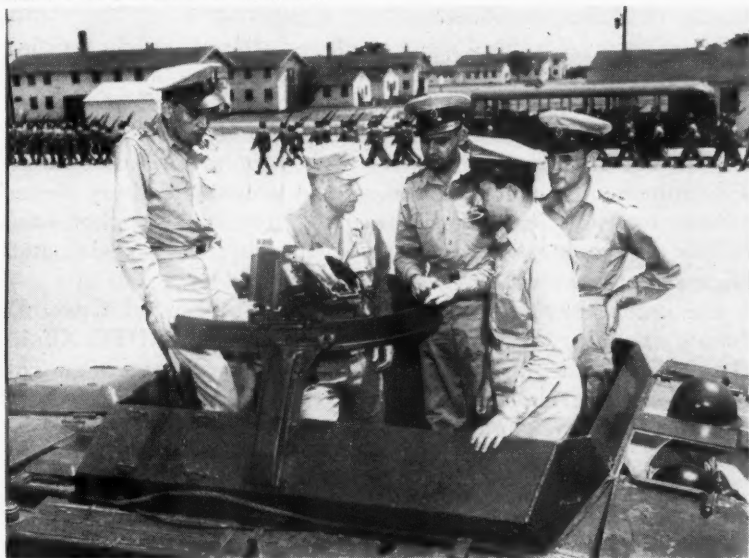
The School constantly seeks to supply its instructors with the best techniques and aids. Last summer it inaugurated an Academic Instructor Program—a six-week course in educational techniques conducted by the University of Georgia Extension Service. An innovation in the military field, the course furnishes the School faculty with the finest possible instructor training.

Another important development has been the recent appointment of civilian educational consultants. These professional educators assist the School faculty in planning and conducting the seventeen courses presented by the resident school, as well as in expanding the activities of the nonresident school.

The curriculum of the resident school covers the more technical subjects of military police operations. Officers and enlisted men, together with civilian personnel and students from allied armies, take courses in criminal investigation, military government, advanced military police duties, security supervision and disciplinary guard activities.

Many of the courses are the only ones of their type given in the Armed Forces. In the Military Government course, for example, methods of administering the affairs of a war-torn

people during combat or occupation are studied. The course covers control of public information, safety, health, finance and welfare in occupied areas, and control of refugees and displaced persons in combat zones. The work of civil assistance teams in Korea is studied as a means of keeping students abreast of the most recent experiences in the field. Many graduates of the Military Government course currently are serving with these teams in Korea.



Egyptian students are among those receiving instruction in military police methods and duties.

U. S. Army Photograph

Students from allied countries add a cosmopolitan touch. The Republic of Korea Army, the Norwegian Army, the Egyptian National Police, the Iranian Army, the Army of Thailand, the Canadian Army, the Netherlands Army and the Phillippine Army are among the many countries represented. These foreign students are participating in such courses as the Associate Company Officer course, Officer Investigator courses and Officer Advanced course.

The Associate Company Officer course provides thirteen weeks of basic branch training in duties and responsibilities appropriate to military police officers of company grade. Subjects include weapons training, organization and staff procedures, unit tactics, personal encounters, administration of military law, the criminal investigation program, investigative methods,

civil disturbances, prisoner-of-war processing, military installation security, traffic control, signal communication and military government.

The Officer Investigator courses are concerned with the supervision of criminal investigators and the conduct of investigations. Scientific aids to criminal investigators, weapons training, judo, military law, special and technical investigative techniques, and provost marshal procedures and principles are among the subjects studied.

The Officer Advanced course offers further branch training in the duties and responsibilities appropriate to field grade Military Police officers, including command and staff procedures and responsibilities, mutual security programs, training management, combat command tactics and joint service operations. This nine-month course is designed to prepare Military Police officers for staff duty in regiments, groups and combat commands or comparable units, and for duty as special staff officers in higher echelons.

The nonresident section of the Provost Marshal General's School includes the Army Reserve Forces and ROTC Affairs Department and the Army Extension Courses Department. The former acts as a liaison between the Military Police Corps and the reserve components of the Army. It furnishes reserve units and college ROTC units engaged in military police training with the latest doctrine, texts and information. The department also publishes *The Military Police Bulletin* of current information for officers of the Corps not on active duty. The Army Extension Courses Department is responsible for the research, preparation, revision, grading and administration of more than a hundred correspondence courses that are currently being taken by more than six thousand students.

Largest unit in The Provost Marshal General Center is the Military Police Replacement Training Center which in recent years has developed thousands of basic trainees into full-fledged Military Police, Air Police and Shore Patrol. It is composed of eight basic training companies and, until recently, three Air Police training squadrons, each numbering 250 men. The Air Police training was a specialized eight-week course covering general military police practices and techniques, plus air base and flight security problems. Prior to April 1952, the Center also included a Coast Guard detachment which graduated a total of 1300 seamen from its Port Security Patrolman course.

The basic training course of the Replacement Training

Center consists of sixteen weeks of intensive classroom instruction and of field problems in infantry and military police subjects, given in two eight-week cycles. During the first cycle, emphasis is placed on military discipline and courtesy, physical conditioning, precision marching, marksmanship and familiarity with a variety of weapons, squad tactics and map reading. Military police training covers judo, traffic control, techniques of search and arrest, law and military authority, incident report writing and town patrolling. In the judo course, particular attention is given to defenses against the knife, club and pistol, and to offensive holds and throws that will enable the military policeman to control an unruly or disorderly person.

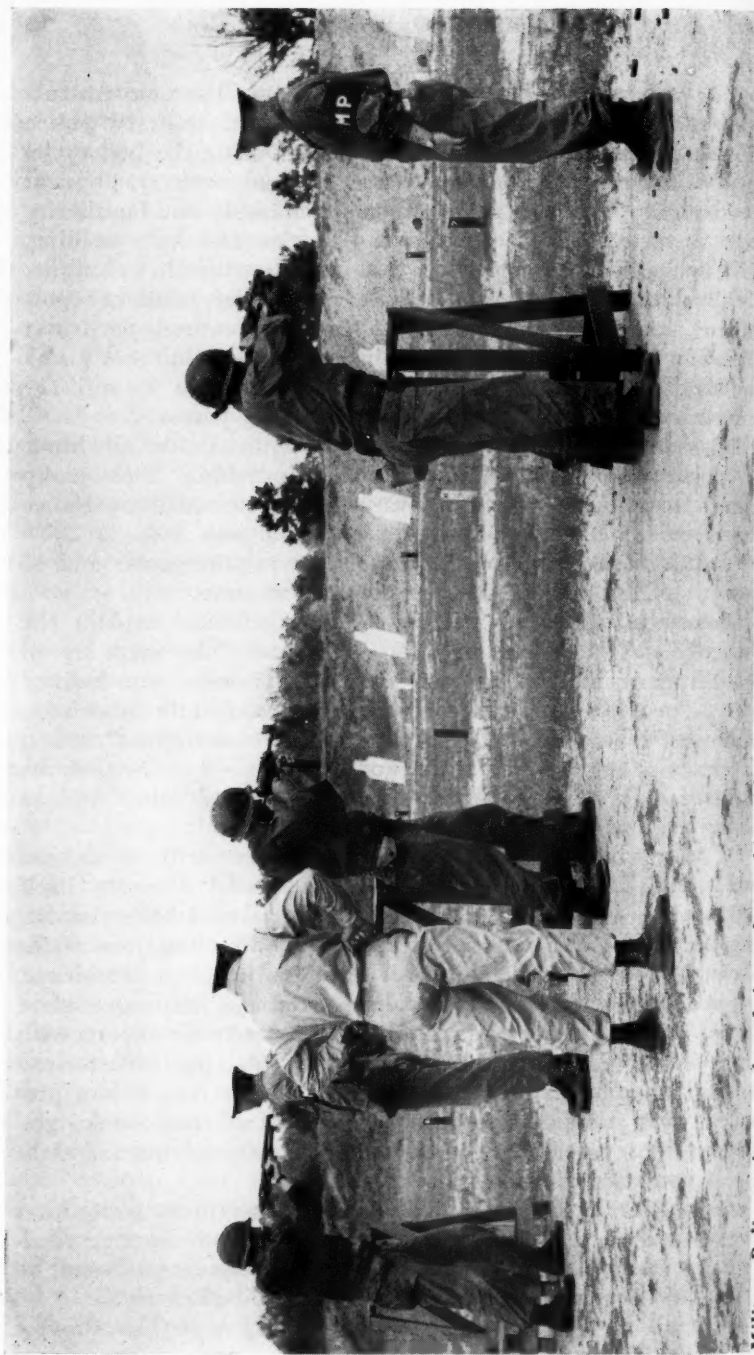
Physical conditioning is a prime requisite for all kinds of personal encounters; accordingly individual and group exercises are stressed. The passing mark on the Military Police Replacement Training Center physical fitness tests is 250—49 points more than the Regular Army requirements; and 65 percent of the trainees have surpassed that score.

Classes in military authority and jurisdiction explain the “when” and “can” as well as the “cannot” in arresting or searching or in breaking or entering. Trainees are imbued with respect for the rights of others as well as with the knowledge of how to combat those who seek to abuse those rights. Practical exercises in incident reporting are conducted in order that the trainees may have experience using prescribed forms and in observing and reporting pertinent data.

“Traffic City” is the scene of intensive drill in devices and signals that are used in controlling traffic. The city itself is a section of flat asphalt surface with painted lines simulating lanes of traffic and intersections. By directing jeep traffic through four-way intersections, trainees develop confidence, proper body stance, and clear, sharp hand and arm movements. Motor marches in darkness familiarize future traffic experts with the use of night direction devices, including the reflectorized baton. Training in cross-country black-out driving is also provided with simulated artillery barrages, flares and smoke grenades adding a realistic note to tactical convoy driving and night traffic control training.

Instruction also covers drill in riot formations, procedures for processing prisoners of war and methods of charting road-nets on tactical bivouacs. By the time the trainee graduates, he is capable of performing with confidence and efficiency.

A small but highly important organization of The Provost



Military Police trainees perfect their marksmanship with various weapons.

U. S. Army Photograph

Marshal General Center is the Military Police Board which prepares and reviews publications and visual aids, studies operating techniques, and evaluates equipment. It initiates and revises manuals and bulletins in the military police field; it prepares plans for training films, reviews scenarios and supplies technical advice during the making of such films.

Another small but important organization at the Center is the Criminal Investigation Laboratory which utilizes the most modern crime detection equipment, devices and methods in analyzing materials and evidence forwarded from all parts of the United States. It contains complete photographic, chemical, electronic, microscopic, fingerprint identification, document identification and firearms identification facilities.

A unique feature is the Field Criminal Investigation Laboratory, a mobile laboratory that is equipped to analyze evidence in the field. Manned by a crew of seven specialists, the unit has participated in recent maneuvers and exercises, furnishing technical assistance in the field. It is the only mobile military laboratory of its kind within the United States.

Because of the training carried on at the Center, those days are gone when an MP might cover up any lack of experience or self-confidence by "acting tough." If the situation demands force, he is taught to rely on the skill of his own two hands. Training in judo gives him the confidence he needs, so that he is not tempted to use his night stick or pistol.

"Be firm, but not harsh," he is told. "Tell the person who you are. Tell him what he's done wrong and tell him what you are going to do about it. Then do it. If you are going to give him a ticket, give it to him. If you are going to take him along, take him along. Use whatever force is necessary to overcome resistance, but no more, and remember that when resistance ceases, force ceases."

ASSAULT ON RECORDS

MAJOR GENERAL WILLIAM E. BERGIN

"IF IT'S NOT ESSENTIAL, eliminate it," is a battle cry which has been revived with new vigor in today's Army. Cost consciousness is the theme. Economy and simplicity are key words in the campaign.

The latest frontal attack against red tape in the Army was instituted by former Secretary of the Army Frank Pace Jr. In a trenchant statement he observed that, of all the complaints against the Army by the Army, none is more insistent than the cry "red tape"! A plan of action was set forth, and strong remedial measures were advocated "to cut the shackles that tie down our soldiers and burden them with unproductive and costly work." (See "Operation Red Tape," April 1952 DIGEST.)

Among the activities directly supporting the program is the Department of the Army Records Project of the Personnel Research and Procedures Branch, The Adjutant General's Office. The Records Project wars on red tape, seeking to simplify individual personnel forms and procedures Army-wide. Under immediate scrutiny is the excess paper work involved in keeping the soldier's personnel folder—his "201 file." By streamlining here, thousands of man-hours can be used more effectively.

Personnel procedures involve a multitude of forms, a multitude of actions—and a multitude of sins. An individual form or a single procedure related to one soldier is a relatively small matter. Lumped together, however, such forms and procedures create mountains of work. By simplifying a procedure here, knocking out a superannuated record there, conserving the two minutes of time required to make a single entry in one record—when all this is multiplied by millions of entries in millions of records, many thousands of dollars and man-hours are saved. It is as simple and as effective as that—when it's done.

But the doing is not simple, because some "red tape" actually is necessary; in other cases, certain less essential procedures have become hallowed by time and usage; still other pet practices have been entrenched by experienced "empire builders."

MAJOR GENERAL WILLIAM E. BERGIN, USA, is The Adjutant General of the Army.

The Records Project functions like a chemical weed killer, seeking to snuff out the crab grass without harming the blue grass.

Priority is given, insofar as possible, to a study of those forms and procedures which compound the administrative burdens of units of company size and of unit personnel sections. Records Liaison Committees have been established at each continental major command and at The Adjutant General's School to assist in gathering and evaluating records and to consolidate, simplify and standardize purely local forms. Preliminary reports indicate that thus far, in the First Army alone, 456 local personnel forms have been eliminated; in the Third Army, the total stands at 943; and in the Fifth Army, 779 local forms have been eliminated and 104 others are under scrutiny. In short, 2178 local forms have already been eliminated. The accumulated savings in time, manpower, expense and storage space, to say nothing of improved soldier morale, is inestimable.

Meanwhile a constant flow of suggestions and recommendations for the simplification of personnel procedures is pouring in from the field. These are being compiled and utilized whenever possible in corresponding major fields of personnel administration.

As a result, several Army-wide procedures also have already been transformed. For example, reenlistment procedures formerly in effect required closing out the soldier's basic personnel records, followed by a turnabout to prepare the same records all over again. Actually there was no valid reason why these basic records could not be carried over to a subsequent period of service. Accordingly a new system has been introduced. At least eight forms will be carried over and the preparation of two forms has been eliminated.

Estimates indicate that this simplified procedure, now in effect, will save more than \$14,000 in paper and printing expense plus costs of maintaining 730 linear feet of file space. Some 680,000 man-hours will also be conserved for a saving of \$890,000. And that saving is for one year only! In time the economies will mount into millions—to say nothing of the boost to Army morale resulting from streamlining the work flow and getting reenlistees back on the job as soon as possible.

Yet this is just one of many possible action areas. Army Regulations and Special Regulations present another fertile field for simplification. Both have accumulated into a mighty library embodying many archaic regulations that lumber along like an atavistic Stanley Steamer or a hay wagon in this jet age. Changing these regulations requires extensive planning and co-ordi-

nation with all the many agencies and activities concerned.

Sometimes the old formulae are found too good to change. In instances of doubt, however, Records Project personnel follow former Secretary Pace's initial directive: "Frequently," he observed, "the elimination of red tape means the discontinuance of procedures deemed indispensable by someone. Nevertheless, we cannot afford to continue any 'pet practice' that does not contribute directly to the job at hand. The Army staff has been instructed to take calculated risks in eliminating every useless administrative burden."

Another completed study has resulted in the publication and use of a new Military Leave Record and a standard procedure for recording leave for both officer and enlisted personnel on the same form. Besides eliminating one form, the new form will provide a record which will serve as documentation in support of cash payments for unused leave; and it will facilitate carrying unused leave over to a new period of service by eliminating the necessity for closing out an old leave record and opening a new one. In addition, ease of tallying leave at the end of the year by use of the new record will save an estimated half-million man-hours or \$655,000.

Many studies now under way embody recommendations which, if approved, will result in truly sweeping changes and economies. Among these, the following might be mentioned:

A new Individual Sick Report has been tried on an experimental basis to replace the time honored Daily Sick Book. The sick book normally serves as a medium of exchange of information between an individual's commander and the medical officer. It is essentially a feeder report, without any permanent value, yet traditionally it has been retained as a permanent record. It has, besides, posed administrative problems in detachments remote from parent organizations. Under the proposed change, the new form will be destroyed after an individual has been treated and pertinent information transcribed to other records. This will save hundreds of linear feet of filing space, particularly at the Demobilized Personnel Records Branch in St. Louis, Missouri. It is estimated, furthermore, that the new simplified procedure will save more than eighteen hundred man-hours per day throughout the Army or over \$900,000 annually. Preliminary reports of field tests indicate that the new plan is working exceedingly well. After further evaluation, the revised procedure may be adopted for use by all services, following analysis by a special committee in the Office of the Secretary of Defense.

Another project of far-reaching scope deals with the feasibility of consolidating the Service Record (DD Form 230) and the Soldier's Qualification Card (DA AGO Form 20). For years numerous agencies have urged elimination of duplicating items or consolidation of the two forms. The Adjutant General's School notes that there are one hundred and sixty-nine different Department of the Army regulations or directives relating to the maintenance of Form 20 alone.

As a first step in producing a consolidated form, the various records systems employed by other services, both United States and foreign, are being surveyed. Preliminary results indicate that the most practical type of record would be a loose-leaf system. The current study is considering these and many other aspects of Army personnel management, with a view toward a reduction in workload, personnel, space and equipment in all echelons of the Army.

An immediate by-product of this study has been the elimination of the Extract from Service Record (DD Form 392). This form was set up originally to assist in reconstructing lost service records but had long since ceased to be used for that or any other purpose. The expense of publishing this form, and filling it out each time a soldier changes station, is now a thing of the past. Heretofore approximately two million of these forms were used annually, requiring an estimated three hundred thousand man-hours or nearly \$400,000 for clerical labor.

These are merely a sampling of projects completed and projects under study. Annual savings that will accrue from streamlined procedures already put into effect Army-wide, total in excess of one million four hundred thousand man-hours or \$1,900,000. Potential savings total many millions more.

Kindred projects are now in work. A study of the Army Reserve retirement records system is being undertaken in an attempt to simplify the recording of retirement and retention point credits and thus reduce the volume of materials going into permanent files. The proposed plan would save an estimated \$32,000 in cost of publishing and processing forms, as well as an accumulation of 928 file drawers annually.

Another proposal would delegate authority to Army commanders to take final action on requests for waiver of eligibility standards for enlistment in the Regular Army. Approximately two hundred such requests are processed by the Department of the Army each day, duplicating in part the workload borne by units and commands which submit the requests.

Still another plan would eliminate duplicating loyalty certificates (DD Forms 98 and 98a), utilizing instead a notation in the Service Record stating that the required loyalty oath and warning had been administered upon enlistment or induction. Elimination of these forms would not minimize or relax the security program, yet it might have saved an estimated 240,000 man-hours or \$420,000 since inception.

Also under study is a proposal to simplify the cumbersome methods of requesting clearance from a Reserve component prior to enlisting Reserve members in the Regular Army. In actual practice, although request for clearance with the Reserve commander is required, enlistment is usually authorized whether or not clearance is actually received.

Further studies are concerned with simplifying procedures for separating soldiers for unfitness, inaptitude and unsuitability; reducing the number of personnel records being maintained on Reservists not on extended active duty; simplifying records management in the enlistment or induction of members of Reserve components into the Regular Army; standardizing of requests for authorized absences, including both leaves and passes. In the latter instance, it is planned to make the procedure as simple as that used in the Federal Civil Service. One form would be used both as the request and the authorization, thus eliminating five Army-wide forms and hundreds of local forms now in use. This innovation alone would eliminate an estimated six hundred thousand man-hours of work and save \$786,000 annually.

Some administrators might argue that these manpower and money savings are theoretical, not actual or tangible economies, since the soldier is in the Army anyhow, and his time will be paid for in any event. Records Project personnel believe this is a short-sighted view. In the first place, if the soldier were not engaged in useless paper work, he might be put to more constructive labor or training that would make him a better soldier. With more men freed to fight, the course of future battles might be vitally affected.

Second, even though simplification of one procedure or of one form may not immediately cut down on the number of clerks in a personnel unit, co-ordinated action in several related personnel fields must eventually mean fewer clerks or smaller personnel units. Ultimately fewer recruits will be needed to do the same job; this in turn will permit the Army to reduce its operating costs without impairing its combat effectiveness.

Another hidden saving stems from the fact that the mere existence of red tape causes low morale, inefficiency and carelessness. These in turn cause waste and ineffectiveness. And while dollars and cents lost or saved in this manner are virtually impossible to estimate, they are just as real and may total more millions in tax money than other related economies that can be estimated.

Apart from manpower and payroll savings, the savings in cost of printed forms is, of course, not insignificant. Not so apparent, yet nonetheless real, are the expenditures for file drawers, storage space and civilian employees in filing demobilized records. Savings in cost of dead record files resulting from just one simplified procedure and one paper eliminated will eventually total thousands of dollars; and, as the years go by and records accumulate, the savings will be compounded in millions.

But whether or not the Army Records Project fulfills its mission with peak effectiveness depends in part on the cooperation and dedication of many agencies and persons, from the rank and file to the top commanders, in the Department of the Army and other organizations. To inculcate its objectives, the Records Project sends its officers to field installations to seek answers to perplexing problems by first-hand observation and interview. Wherever a morass of red tape is found, changes are made. But while change is recognized as the essence of progress, it is never espoused merely for its own sake. The aim is to devise forms and procedures that will, together, result in a personnel records system that is simple, flexible, uniform and, above all, economical.

ARMY SEAFARER'S SAGA

JAMES T. LANE

AN ARMY SCHOOL is about the last place that one would expect to find old seadogs spinning seafarer's sagas of adventures in sailing ships. It is also about the last place that one would expect to find young landlubbers learning how to become sailors. Yet that is happening at the Master and Mates Course at The Army Transportation School, Fort Eustis, Virginia.

Here old sailors are busily teaching the fundamentals of navigation, piloting, port operations, cargo planning and a myriad of related marine subjects. Throughout the world other Army transportation specialists are studying these same subjects by an extension course, probably the only one of its kind.

Each year about a hundred Army men become qualified to navigate a ship, act as pilot, take on a tow, use electronic navigational instruments, manage the intricacies of a big harbor—all of the numerous Transportation Corps tasks involved in operating Army harbor craft and port facilities.

The position of master or mate aboard an Army vessel entails more than just an expert knowledge of seamanship. The man must also know everything possible about handling his ship as a military vessel under the most unusual of circumstances. Overseas, he may be called upon to perform any manner of work not listed in the ordinary line of duty of a merchant ship master—over-the-beach cargo operations, for example, or maintaining a line of supply to island garrisons in the face of enemy fire. Often he will be called upon to navigate in waters where charts are incomplete or even non-existent. Mines, shelling, strafing are to be expected; hidden reefs and shoals, vicious cross currents and tricky tides create added perplexing problems that must be solved on the spot.

Absolute authority aboard a ship goes with the master's job—but with it goes final responsibility also. The good shipmaster usually develops a sixth sense that tells him when underwater hazards are ahead. Above all, he must be able to give the right order at the right time. Just as with teaching the art of leader-

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ship in any Army unit, many of the qualities that go to make up a good shipmaster may be largely inherent in the man himself, yet techniques can be taught and qualities developed.

The School is the training ground where Army seadogs get their first taste of life as "The Old Man" or master of an Army vessel. After completing the course each man must serve a long apprenticeship aboard ship before he is given the grave responsibilities for life and ship and cargo.

The 17-week resident course is divided into three phases—seamanship, piloting and celestial navigation. Students cover such subjects as elementary seamanship, tows and towing, ship handling, rules of the road, electronic navigation, definitions in nautical astronomy, celestial line of position and compass compensations. Highlights of the instruction are two cruises, one in coastal waters, the other taking the men out of sight of land. In the first, students get a taste of the marine traffic in New York and other harbors; during the second cruise, they keep a constant check on the ship's position by "shooting" sun and stars. In both cases they actually sail the ship, stand the watches and act as junior officers of the deck, helmsmen and lookouts. Two classes a year are currently being trained at the School.

Four nonresident subcourses—so recently published that as



This Diesel tug is one of the types of Army vessels operated by graduates of the Master and Mates Course.

U. S. Army Photograph

yet no students have completed them—give instruction in piloting and celestial navigation, including aids to navigation, charts and publications, use of the lead, keeping a log, rules of the road, tides and current, actual piloting, marine meteorology, use of sextant and many other related subjects. These four courses now being given in piloting and navigation represent a total of ninety-four hours of credit toward completion of the Army 30 Series extension course. (To complete this series an enrollee must acquire 240 hours credit of which 141 are non-elective.) Other extension courses offered are Stevedore Operations, Seamanship I and II, Signaling and Marine Communications, and Organization of a Harbor Craft Company.

The men who teach these courses have had a wide and varied background as seamen. The officer in charge of the Harbor Craft Section, Marine Specialist Branch, Captain J. J. Cappelen, has been engaged in Army harbor craft work since 1942. Holder of a master's license, he formerly sailed the Great Lakes and engaged in yachting races in the Gulf of Mexico—among them the St. Petersburg, Florida, to Havana race. First Lieutenant Cecil Daniels, principal instructor, served in Korean action as mate of the LT 820, the biggest steam tug in the Army, and as master of the LT 392, largest type of ocean-going tug operated by the Transportation Corps. Chief Warrant Officer Mariano Trivella is a graduate of the Royal Nautical Academy, Genoa, Italy, with eighteen years of seafaring experience behind him. He holds a second mate's license for any ocean. Other instructors, several of them enlisted men, hold mate's licenses or are graduates of the School with considerable seagoing experiences.

Captain Palle Mogensen of the Army Extension Courses Branch holds an unlimited license to command ships of any tonnage on any ocean. His story is itself worthy of an entire chapter in the thrilling annals of the sea. It ranges from the Royal Danish Navigation School in Copenhagen, Denmark, to chasing smugglers and pirates in the Chinese Customs Service; from sailing a 74-foot Chinese junk through the Indian Ocean to five years of service in the Army Transportation Corps during World War II. A few extras, tossed in besides, include assisting with technical advice on a text on basic navigation, sailing a sister ship of the ill-fated *Flying Enterprise* and a few other "routine sea jobs."

Captain Mogensen's career started in 1923 when he and the now world-renowned Captain Kurt Carlsen were both sailing before the mast in old Danish windjammers. Eventually, both



Former shipmates meet as Captain Kurt Carlsen (left), celebrated skipper of the Flying Enterprise, looks over extension course material prepared by Captain Palle Mogensen of The Transportation-School. U. S. Army Photograph

attended and were graduated from the Royal Danish Navigation School in Copenhagen. Then their paths separated and Mogensen went into the Chinese Customs Service, commanding an auxiliary cruiser in the campaigns against piracy and smuggling. In 1938 Japanese operations ended that phase of his career.

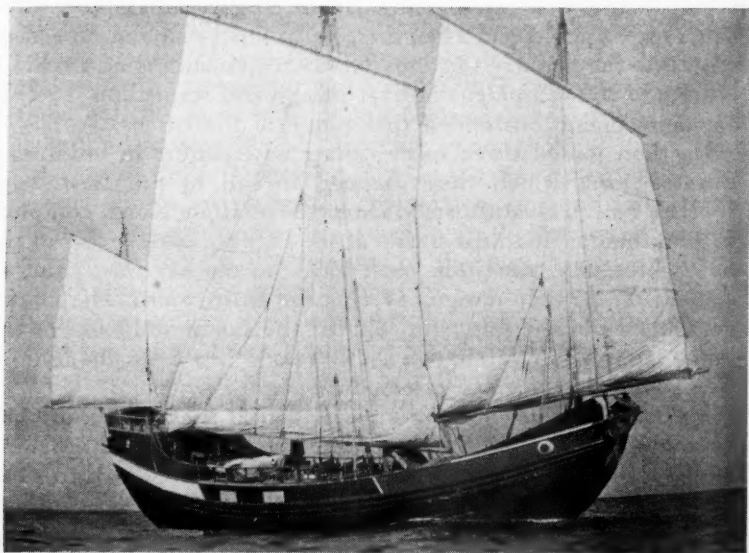
He then joined three other young adventurers in building a Chinese junk which they planned to sail to the New York World's Fair. The craft was constructed at Hong Kong, complete with authentic Buddhist shrine at the forward end, "eyes" at the bow which any true junk must have "to see her way," and an elaborately painted design covering the entire stern. The mariners named her the *Pang Jin*, eluded the Japanese blockade and sailed from Hong Kong on New Year's Eve 1938, bound for New York via the Cape of Good Hope.

Twelve days later the *Pang Jin* put in at Singapore; she had been buffeted by a howling windstorm, but the four sailors were happy for the craft was fulfilling their fondest hopes. During one twenty-four hour period the junk had logged two hundred and ten miles, attaining a top speed of better than nine knots. The original plan to sail around the Cape had to be abandoned, however, because the seasonal monsoons had set in with the

wind against them. So it was decided to go by way of the Seychelle Islands, Aden, the Red Sea and the Suez Canal. On reaching Aden, they managed to pick up a tow through the Red Sea but a severe storm opened the battered junk's seams and she began to settle; heartbroken, the crew burned their ship to eliminate a dangerous derelict.

Thereafter Captain Mogensen put his adventurous life behind him for at least a few years and served first in the Danish and later in the American merchant service. In 1941 destiny placed him in the enlisted ranks of the United States Army where his skill as a mariner quickly earned him a commission. As a member of an Engineer Amphibious Brigade he completed a three-week refresher course at Harvard University conducted by Dr. Bart J. Bok, associate director of the department of astronomy. Dr. Bok and his assistant Miss Frances W. Wright at the time were preparing a text on basic marine navigation and Mogensen, among others, assisted with a technical review of the manuscript. Later this experience was reversed as the two experts reviewed the works Mogensen was writing for The Transportation School.

After five years of wartime military service, Mogensen's path crossed that of Captain Carlsen again, for when he applied for a job, Carlsen was port captain of the steamship company. For a



In this Chinese junk, Captain Mogensen attempted to sail from Hong Kong to New York. Note the traditional "eye" in the bow. U. S. Army Photograph

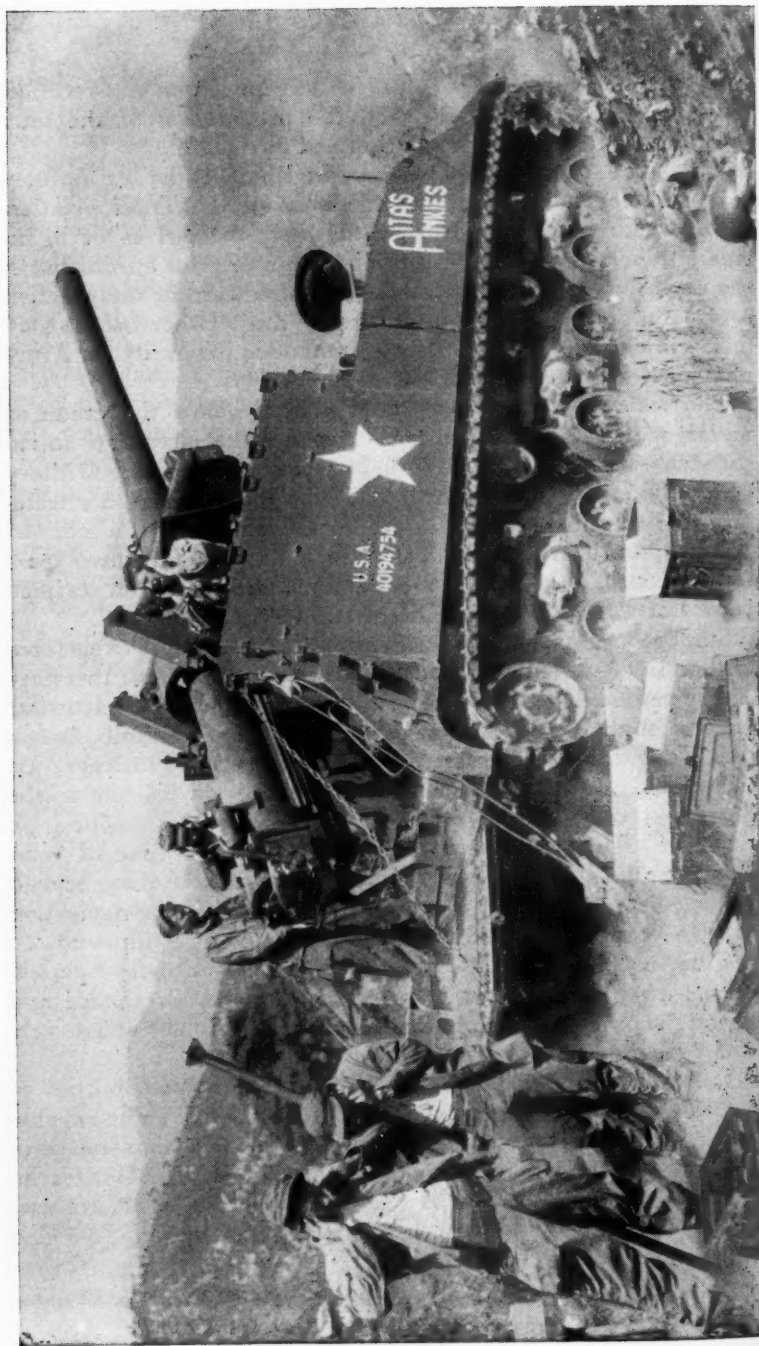
while the two sailed sister ships. In 1951 Mogensen was recalled to active duty and was assigned the preparation of the four extension courses on basic piloting and navigation.

Today the extension courses prepared by this master mariner are being taken by ambitious members of the Transportation Corps seeking either to become mariners themselves or to increase their skills while on the job. To qualify for enrolment in the extension course, a man must complete certain non-elective courses in the 30 Series if not on active duty. Otherwise he may pick and choose. These courses are intended primarily for Army officers of lieutenant grade.

The resident course is open to officers below the grade of major, with assignments to harbor craft either actual or anticipated; to warrant officers who hold a master's or mate's Military Occupational Specialty (0820) and who require refresher training; and to enlisted men of Grades E-6 or E-7 with a score of 100 or better in Aptitude Area VII who have at least three years to serve. Desirable but not mandatory is experience on certified vessels of the Navy, Coast Guard or Merchant Marine.

Students enrolled in the resident course gain actual experience in the use of navigational aids in class and on cruises; these are supplemented by texts, films and training aids. Of particular interest at the School is the Spitz planetarium, the only one in the Army although similar planetariums are used in Navy, Air Force and Merchant Marine schools. The device shows the heavenly bodies as they would appear from any position on earth in either hemisphere during any year or time of year. Other training aids include collimated star maneuvering boards, model ships, rude star identifier, long-range radio navigation (LORAN) set, radar and radio direction finding equipment. To familiarize men with the ships they will eventually operate, vessels of the 3d Port fleet are used. Students go aboard and operate such typical Transportation craft as freight and supply (FS) vessels, tugboats and others.

The course is regarded as a stiff one. The responsibilities of a ship's master or mate are so great that only the most capable are graduated. The sea is a stern mistress who demands and receives only the best. The ships of today may no longer be built of oak but the men who sail Army harbor craft are cast of the same mold that created the American sea motto, "Wooden ships and iron men."



Mobility is combined with fire power in this 155-mm. self-propelled gun shown firing during an assault.

U. S. Army Photograph

COMBAT EFFICIENCY AND FIRE POWER

MAJOR JAMES W. CAMPBELL

THE AMERICAN PUBLIC has been told that a Russian Army infantry division has 10 percent more fire power on a man-for-man basis than a larger United States Army infantry division.

This is true.

This statement had led many to believe that Russian divisions are organized more efficiently than American divisions.

This is *not* true.

The U. S. Army division is a highly technical fighting machine. Because of its organization it has more killing power than any similar combat unit ever created. The U. S. infantry division moves faster, gets into action quicker, kills more efficiently, and sustains itself in combat longer than any division of any other army anywhere in the world—on either side of the Iron Curtain.

Moreover the U. S. Army provides its soldiers with better weapons, equipment, clothing, food and medical care than any other army in the world. High morale—essential to an efficient fighting force—is maintained in the U. S. Army through services available to no other army.

The word that has misled many Americans is “fire power.”

“Fire power” is synonymous in the minds of most Americans with killing power. Yet in the U. S. Army there is a distinct difference. Fire power is a yardstick used to measure the maximum capability of weapons. It is not a gauge of a fighting unit’s efficiency. It never was meant to be used as a basis for comparing the killing power of the U. S. Army with armies of foreign nations, nor was it intended as a measure of a division’s combat effectiveness.

In using fire power as a yardstick to compare effectiveness of a U. S. infantry division with that of a foreign division, one assumes that all weapons are employed with full effectiveness. Yet full effectiveness of every weapon never has been achieved at any one time by any division in any army. It never

MAJOR JAMES W. CAMPBELL, *Armor*, is Chief of the Feature Section, Public Information Division, Department of the Army.

will be. Full effectiveness would mean absolute accuracy of every shot fired, perfect target selection and perfect concentrations of fire—with every weapon of the division in action and unaffected by the fire of an enemy. Clearly this is impossible. Hence fire power, in itself, is not an accurate system of measuring a division's combat efficiency.

A division's combat efficiency—its killing power—depends not only on the number of weapons it has but also on the skill of the men who use them, dependable communications for fire direction, ability to get the weapons to the proper place at the proper time, a ready supply of ammunition, maintenance, and myriad other factors.

This means an effective combat force must have many highly skilled specialists who, although not actually firing a gun themselves, are necessary for the unit to bring its full fire power into action on a given point at a moment's notice. This is effective killing power. And the U. S. Army infantry division has far more of it than any similar unit in any other army anywhere.

The U. S. Army has been criticized for having approximately twice as many radio men in one of its infantry battalions as



Heavy weapons provide close support to infantry units. Eighth Army artillerymen reload an 8-inch howitzer.

U. S. Army Photograph

are found in a Russian battalion. But that very fact spells the difference between killing power and ineffective fire power.

According to the fire power yardstick alone, a regiment of 2000 Russian-trained Chinese Communist soldiers who held Hill 255 near Wonju, Korea, had overwhelming superiority over an understrength U. S. Army company. Company E, 187th Infantry, was made up of exactly 132 men. Its mission was to knock the regiment off the hill and occupy it.

Weapons available to the two opposing forces were:

	<i>United States</i>	<i>Communist</i>
Rifles	53	1,263
Submachine guns	0	303
Light machine guns	3	71
Heavy machine guns	0	63
Browning Automatic Rifles	8	0
Grenade launchers	8	0
Carbines	41	0
60-millimeter mortars	3	0
81-millimeter mortars	0	27
57-millimeter recoilless rifles	2	0
57-millimeter antitank guns	0	6
12.7-millimeter antiaircraft machine guns	0	9

In addition to the weapons in the hands of Company E, the following weapons of other units supported the attacking force:

81-millimeter mortars	2
Heavy machine guns	4
75-millimeter recoilless rifles	1
4.2-inch mortars	3
105-millimeter howitzers	18
155-millimeter howitzers	6
Navy fighter-bombers	5

Prior to the attack, 18 additional 155-mm. howitzers bombarded the enemy-held hill to "soften" it and could have been called upon again if necessary. Five Air Force fighter planes, which appeared in the area, were called in by radio to assist the operation. In all, 25 air strikes were made against the hill.

How much artillery the Chinese had to support the defense is not known, for the full force of it never was brought to bear.

With the mess sergeant and four cooks acting as ammunition bearers, E Company jumped off in the attack on 14 February 1951. By nightfall, it had succeeded in its mission. It had taken the hill, and on it more than 800 Chinese dead were counted. In addition, a long column of retreating Chinese was carrying hundreds of litter patients.

Cost to E Company was 70 casualties—20 killed, 31 wounded seriously, 15 wounded slightly and returned to duty after treat-

ment at the aid station, and four missing in action, all of whom returned later.

How was this possible? How could such a small unit as E Company even dream of attacking such an overwhelming force which apparently had decisive fire power superiority?

Chinese fire power was superior on paper only. The Chinese had no communication with artillery behind them and could not call upon them to help break up the attack. They had no lateral communication with each other at company level in order to co-ordinate the fire of the three battalions. Their battle plans called simply for each Communist soldier to do his best.

The American plan called for each soldier to do his best, too. But it also meant teamwork. Not only were the platoons of this company in constant communication with each other, but the company commander had only to speak into a microphone to summon the help of supporting artillery and aircraft.

This was not only U. S. fire power; it was killing power.

Throughout Korea for the past two years this story has been repeated over and over again. Never have the U. S. forces in Korea had a superiority of manpower or—if the number of guns alone is to be the criterion—fire power. Yet the Communist armies have taken an historic beating.

The North Korean and Chinese Communist armies are organized on the Russian pattern—trained, equipped, armed and supervised by Russians. Yet their losses are ten times as high as those of United Nations forces.

In his book, *Crusade in Europe*, former General of the Army Dwight D. Eisenhower said, "Americans assess the cost of war in terms of human lives, the Russians in the over-all drain on the nation."

He related a conversation with Marshal Grigori K. Zhukov, commander of the Russian armies which captured Berlin, in which the Soviet commander described the Russian method of attacking through mine fields: "When we come to a mine field, our infantry attacks exactly as if it were not there. The losses we get from personnel mines we consider only equal to those we would have gotten from machine guns and artillery if the Germans had chosen to defend that particular area with strong bodies of troops instead of with mine fields."

General Eisenhower said he had "a vivid picture of what would happen to any American or British commander if he pursued such tactics.

"I had an even more vivid picture of what the men in any

one of our divisions would have had to say about the matter had we attempted to make such a practice a part of our tactical doctrine," General Eisenhower continued. "As far as I could see, Zhukov had given little concern to methods that we considered vitally important to the maintenance of morale among American troops—systematic rotation of units, facilities for recreation, short leaves and furloughs and, above all, the development of techniques to avoid exposure of men to unnecessary battlefield risks, all of which, although common practices in our Army, seemed to be largely unknown in his."

General Eisenhower said Zhukov showed little interest in measures he thought should be taken to protect the foot soldier and increase his individual effectiveness. "Great victories, they seemed to think, inevitably require huge casualties."

During World War II, a high ranking German Army officer who had been transferred from the Russian front was captured by General Patton's Third Army. When interrogated, he was asked what he thought of the Russian Army. His reply: "One German division is worth ten Russian divisions—but, unfortunately, they usually had twenty."

Perhaps the German officer was boasting, but his statement also contained a great deal of truth. On all fronts, Germany lost 2,750,000 killed in battles—against the Russians, the Poles, the Balkans, and all of the Western Allies. Russia lost 6,000,000 dead and nearly 4,000,000 permanently disabled.

The luck of the Communist satellite armies in Korea has been little better. The equivalent of 13 U. S. divisions there have battled 82 Communist divisions to a standstill, and the Communist casualties as of December 1952, totaled 1,299,961.

Communications the Key

The United States infantry division is larger than the Russian infantry division. It has approximately 18,000 men compared to 11,000 for the Soviet Army division.

But this difference of approximately 7000 spells the difference between a self-contained unit built on democratic humanitarian standards and a division with a limited capability which is built on standards that border on barbarism.

The Russians have learned the hard way that a division without communications is like a muscle without nerves. They therefore are making every effort to provide their forces with a communications system as efficient as that of the U. S. Army.

It is being accomplished by reducing the number of individuals in combat units and re-training them into skills that will allow them to serve as communications specialists.

At present, 12 percent of the Russian infantry organization is assigned to communications duties. In the U. S. Army, the figure is 15 percent. The difference is reflected in infantry-armor-artillery team communications system and more extensive intelligence networks of the U. S. Army.

If the Russian efforts to improve the communications system of its army are successful, the 3 percent differential is certain to be closed and, in all probability, exceeded. The reason for this is simple. American communications men are more skilled and, because of their background, adapt themselves to the job much more easily than Russian soldiers.

The present U. S. Army communications system has been tested and proved in battle. It has enabled American commanders to contain and in many instances defeat armies far superior in numbers.

Personnel must be assigned to communications to provide this vital need, and the subsequent small loss of potential riflemen is accepted, for it is more than compensated for by increased efficiency of the total force.

Because of superior communications, U. S. artillery has proved to be the most flexible and, therefore, the most powerful known to the modern world. A significant comparison of modern communications—controlled artillery versus the older style—can be drawn from the Korean conflict.

United States operations in Korea are supported by artillery which is the last word in effectiveness due to its high degree of technological development in communications. Opposite our forces, North Korean and Chinese artillery units are at a great disadvantage because they often are limited to prearranged fire missions. This important limitation results from a lack of communications. Forward observers cannot report and obtain fire on targets of opportunity. Communist infantry units are unable to obtain rapid counter-battery fire so necessary to neutralize punishing U. S. artillery action. Reduction of break-throughs and surprise attacks are left to the units in the immediate vicinity, resulting in an appalling loss of manpower.

To the U. S. artilleryman, TOT means "time-on-target." To an enemy, it means "time of terror." When a U. S. forward observer calls for a TOT and describes his target, an intricate and highly specialized organization of communications and fire

direction experts—all requiring specially trained manpower—goes into action. If the target warrants it, the artillery of an entire corps—on the average perhaps 270 guns ranging from 105-mm. howitzers to 8-inch rifles—can be concentrated and fired at such carefully calculated intervals that all projectiles strike the target at the same instant. The result is mass destruction—and wholesale death.

Such a mission is simple for U. S. artillerymen—but it would be impossible if cannoneers only constituted the whole force. Through fast, dependable communications and highly organized and interlocked fire direction control, fire can be shifted easily from one target to another. It is a normal, familiar function of U. S. artillery far beyond the capability of a Russian corps—or a Russian army, for that matter.

No army in the world benefits so much from a full and rapid flow of intelligence as does the U. S. Army. This is dependent upon rapid communications facilities adequate to carry the load of information. The supply system, too, is geared to support the flexibility and high mobility of combat forces. But without communications, the supply system would fail.

Close air support of infantry units is possible only when communications function adequately to provide for target designation and co-ordination of operations.

To reduce communications and thereby hamper the effectiveness of present United States techniques would be to abandon one of the most favorable factors that has made the United States combat team a winning force in time of war.

Fire Power Factors Compared

A study of weapons and vehicles of an American infantry division and a Russian infantry division shows the superiority of the United States unit in every respect. It underlines the fact that a Soviet division, unlike a United States division, is not a balanced team of combined arms. It is weak in services and has no internal replacement system. It therefore is dependent on non-organic support for sustained operations.

While a U. S. infantry division has nearly 2300 trucks, a Russian division has only about 900.

A U. S. division has three times as many tanks as the Russian division—144 as compared to 44.

The U. S. infantry division has approximately 19,000 small caliber weapons—rifles, pistols, machine guns—compared to approximately 10,500 for the Russian unit.



"Hip pocket" artillery, such as this 75-mm. recoilless rifle, adds to the fire power of our combat units.

U. S. Army Photograph

The U. S. infantry division has 210 artillery pieces—including 105- and 155-mm. howitzers and 57-, 75-, and 105-mm. recoilless rifles. The Russian force has 165 artillery pieces, ranging from a 37-mm. antiaircraft gun to a 122-mm. howitzer.

While the United States division has 150 mortars, the Russian division has 111 mortars—and while the American unit has 555 rocket launchers, the Russian force has only 36.

A Russian division has 27 antiaircraft machine guns compared to 64 in the U. S. division.

Russian fire power "points" are increased considerably by the number of submachine guns in a Soviet infantry division—2997. This compares with 970 in a U. S. infantry division. But the figures are misleading. These weapons are effective only at short ranges and are of value only in close quarters. They normally are employed in "human sea" tactics which result in an appalling loss of life.

The U. S. Army has rejected such tactics and depends instead on maneuverability, accuracy and the concentration of fire to break up enemy attacks—before these short-range submachine guns can be brought into play—and to crash through enemy defenses with a minimum number of casualties.

Individual arms of American soldiers are the world's best and are far superior to Russian weapons. The M1 (Garand) rifle, standard issue for the U. S. infantrymen, is a fast-firing, highly accurate, fool proof weapon. The Russian counterpart is the .30 caliber MI944 manually-operated, bolt-action, five-shot rifle the accuracy of which leaves much to be desired because of its poor sighting device.

United States machine guns have undergone steady improvement and are accurate as well as fast-firing. The Russian heavy machine gun is basically a 1910 model, weighing about 150 pounds compared with 95 pounds for our machine gun, and is mounted on a clumsy two-wheeled carriage.

The Russian submachine gun, or "burp gun," has a high rate of fire—about 1000 rounds per minute—but is highly inaccurate and climbs rapidly off target. In addition, its range is extremely limited. Our submachine gun, the M3A1, has a slower rate of fire but is highly accurate and has virtually no climb at all.

The Russians, Chinese and North Koreans have no equivalent of the U. S. .30 caliber carbine M2, a lightweight weapon which may easily be set to fire either semi-automatic or full automatic.

Jammed guns as a result of faulty cartridges are rare in the

U. S. Army, but faulty cartridge cases cause so many stoppages in the Russian army that they are a serious problem. Each Russian rifleman carries a cleaning rod at all times and its primary purpose is to drive stuck cartridge cases out of the chamber of his gun.

As to mortars, American soldiers can fire effectively regardless of whether they can see a target, and at no time is U. S. mortar fire a hit-or-miss proposition. Russian mortars, on the other hand, have a primitive aiming device and can be fired effectively only when a forward observer is directing fire. While Russian mortar crews have little flexibility and can cover the ground only to their immediate front, U. S. mortarmen can shift their fire to any point with lightning-like speed. One U. S. mortar platoon can cover effectively the same ground that would require the efforts of several Russian mortar platoons.

A trio of "hip pocket" field guns have made it possible for U. S. infantrymen to carry their own artillery into battle. No longer do they have to call for artillery on small targets of opportunity, for these hard-hitting mobile weapons do the job to perfection. This "hip pocket" artillery consists of 57-, 75-, and 105-mm. recoilless rifles. The Russians and Russian satellites have nothing to compare with them except the Chinese 57-mm. recoilless rifle, an out-and-out copy of the U. S. weapon.

A U. S. division has more field artillery pieces than a Russian division, and the unerring accuracy and ability of U. S. artillery to get "on target" in a hurry is reflected in the tremendous number of Communist casualties in Korea.

The Army has been criticized for having 203 men—nearly one-fourth of 887 men in a U. S. infantry battalion—whose primary duties are something else besides firing at the enemy.

Thirty-nine of these "non-combatants" in the three rifle companies are listed as messengers. The fact is these "messengers" are riflemen with special training who may be used as messengers if radio-telephone communication fails. If there is no failure in electrical communication, they do not serve as messengers.

Of the thirty-seven "filler" personnel found in each battalion, six in each rifle company are replacements for riflemen, fourteen for heavy weapons company and five for headquarters and headquarters company, two of which are communications men. When such fillers exist, which is seldom, they do not stand by idly but are used as riflemen until such times as they may be necessary elsewhere because of casualties.

When a unit is in combat, it is seldom at full strength. As

soldiers are killed or wounded, become ill, are rotated home, or are on leave, these "non-combatants" in all sections are drawn upon for replacements. Keeping the rifle companies up to strength receives primary consideration, and many so-called "non-firing" soldiers have won their Combat Infantrymen Badges the hard way.

On paper, the Russian infantry battalion of 618 officers and men—269 less than in a U.S. battalion—shows a total of 85 administrative, communications and service personnel—all located in the headquarters and headquarters company, the signal platoon and the service company. Unquestionably there are others in the rifle company, the machine gun company, the mortar company, and the antitank-antiaircraft company. However, as in a U.S. rifle company, Soviet administrative personnel quickly make the transition into fighting men if the occasion calls for it.

In all, of 887 officers and men in an American battalion, there are 155 whose primary duty is not firing at the enemy. This is approximately 17 percent of the total strength. If the Russian figure of 85 non-combat officers and soldiers in the three units mentioned is accepted as the entire number, the Russian percentage of non-combatants in a battalion still is 12 percent. This 5 percent difference pays off many times for American forces in combat.

American Versus Soviet Standards

The largest single non-combat element of the U.S. infantry division is its medical service, which totals about 1000 officers and enlisted men. The American people and the U.S. Army place a high value on human life, and everything possible is done to maintain the U.S. soldier in good health and to protect him not only against his military foe but against his environment as well.

With a traditional disregard for the lives and comfort of their men, Soviet infantry divisions have only about one-fourth the medical personnel of their American counterparts. Consequently, Soviet units have no company aid men but depend on designated riflemen in each platoon who have received limited training in first aid and may or may not be free enough from combat duties to aid their comrades. Similarly, Soviet battalion aid stations have no physicians but are staffed only by enlisted men with limited training.

In contrast, the American medical system affords the finest



American troops normally receive at least two hot meals a day, even in the front lines. U. S. Army Photograph

field medical care the world ever has known. This includes not only highly effective methods for treatment and evacuation of wounded, sick and injured but also aggressive preventive medicine programs which afford the American soldier the maximum insurance against disease.

Korea has demonstrated unquestionably the effectiveness of this medical service. Deaths from battle injuries and wounds have been reduced to 2.4 percent of all those reaching medical care, as compared with 4.5 percent in World War II and 8 percent in World War I. In addition, returns to duty among the wounded of the Korean conflict total about 85 percent.

A U.S. division can fight for long periods of time, resupplying itself with food, ammunition and equipment. But the Russian or satellite division is capable of sustained action for a maximum of five days. This has been illustrated time and again, both in World War II when entire Russian armies rolled to a halt every five days and again in Korea during the past two years.

A fundamental difference in the supply requirements of the American soldier and the Soviet soldier lies in the fact that the American is accustomed to a higher standard of living than that of his Russian counterpart.

Virtually all U.S. soldiers in Korea now are receiving hot

foods. Front-line troops are receiving at least two hot meals a day, and the diet is more varied, contains better foods, and is prepared better than the regimen to which the Russian masses are accustomed.

U.S. Army experience shows that a company-size mess is more satisfactory than a larger mess. The Soviet Army field mess is operated on the battalion level and, while it probably requires less manpower to operate, it would not satisfy an American.

When U.S. soldiers are engaged in field missions which separate them from the kitchens of their commands, they subsist on operational rations. Their principal combat ration is the C Ration, made up in six different menus in order to provide variety. The corresponding Soviet ration is the monotonous Knapsack Reserve Ration. It consists of dry bread, preserved meat, preserved vegetables, salt, tea and sugar.

When a Soviet Army is on the march or operating under field conditions, it depends for the bulk of its meat supply on herds of cattle, sheep and hogs driven along with the Army or similar supplies taken from local sources. This livestock is slaughtered as it is used.

The American armies of the Revolutionary and Civil Wars followed this method, since nothing better was known. The present day method of slaughtering livestock in this country under strict sanitary conditions, boning, freezing and shipping it overseas under refrigeration would not be traded for antiquated methods even though a saving of manpower would be entailed in the ancient method.

For shelter, the Soviet Army has depended to a large extent upon improvisation. U.S. soldiers are supplied with several types of field shelter. The net result is more combat efficiency.

Just as with food and shelter, the Soviet soldier is accustomed to much less in clothing than the American soldier. The Soviet Army has fewer types of uniforms. All are of lower quality and are made in fewer sizes than U.S. Army uniforms. The basic Soviet summer uniform is an ill-fitting cotton tunic which pulls over the head, a pair of cotton riding breeches, leather boots and a steel helmet.

The Soviet winter wool uniforms embody no water-repellent top garments as do the U.S. Army field uniforms and Arctic parkas. When the Soviet soldier wants protection from rain or wet snow he pulls a poncho over his uniform. In this respect, he is back where the American doughboy was in World War I.

The basic difference between a democratic army and a police

state army means that a U.S. division always will have more service troops than a Soviet division. Troops in the field, for example, have access to mobile shower baths and laundries, and they are supplied with many sundries such as razors and blades, cigarettes, towels, toothbrushes and toothpaste, and many others. All of these supplies and services require manpower to operate. Manpower would be saved by eliminating them, but to do so would result in a decrease in combat efficiency.

The American people have a high reverence for their dead. Since the time of the Civil War, the United States has maintained a policy of returning the remains of deceased military personnel in accordance with the expressed wishes of the next of kin.



In Soviet units, no religious guidance is provided. The United States Army has one chaplain for every 850 soldiers. U. S. Army Photograph

Painstaking care is taken in locating the temporary graves of those who fall in battle. Teams of the American Graves Registration Service search battlefields for burial places of American servicemen. The remains are carefully and scientifically identified. They are placed in metal caskets and the caskets are placed in shipping cases for return to the United States or elsewhere as requested by the next of kin. Each deceased serviceman is accompanied to his destination by a military escort for interment in a national cemetery or in a private cemetery. Military honors accompany the interment. This service, too, could be eliminated.

But neither the U.S. soldier nor the American public would permit it—nor would the U.S. Army.

In contrast, the Soviet Army provides no care for its soldiers once they are dead, unless they happen to stand high in the Soviet political regime. The slain are buried where they fall and their meager personal effects are sent to a central collecting agency. Thereafter, the fallen are ignored. Next of kin have to depend upon the unit commander to notify them by letter.

The repatriation program for American war dead requires a large number of highly trained, conscientious and competent personnel to accomplish this mission. All this is saved to the Soviet government by the simple expedient of leaving its dead to remain where they fall.

A U.S. division is authorized 27 persons—two officers and 25 enlisted men—to operate the main post office. These postal personnel are trained soldiers who can pitch into combat when the occasion demands it. The same is true of other service personnel of all categories except medical men, who do not bear arms.

The U.S. Army believes the effectiveness of the Army is in direct ratio to the educational level of its soldiers. It also believes that an informed soldier is a better soldier. At present, two officers and nine enlisted men are on full-time duty with each division to conduct the Troop Information and Education program. This program includes command conferences, special orientations, basic training orientation, operation of information centers, publication of unit newspapers, briefing of officers, operation of a school for discussion leaders, distribution of TI&E material, and supervision of the Army Education Program. Nothing like this is found in a Russian division, where political officers preach Lenin's theories with monotonous regularity.

An Army division finance set-up operates with approximately two officers and 20 enlisted men, sometimes augmented by additional personnel in combat areas.

While the Russian Army has no provision for civil affairs and military government personnel at division level, each U.S. Army division in oversea areas has a military government platoon of five officers and ten enlisted men. They are responsible for setting up and supervising a system of government for the civilian population of a conquered country. They also arrange with civil authorities of occupied countries for proper housing and other facilities for U.S. soldiers.

Soldiers in the Russian Army are accustomed to harsh discipline and it is doubtful whether many even know the true

meaning of justice. But it is the will of the American people that an American citizen in uniform shall receive proper legal representation and review in courts-martial in accordance with the American concept of justice. To implement the Uniform Code of Military Justice enacted by the Congress, a division has a total of five officers and four enlisted men qualified to give legal advice.

Even the Russians have acknowledged the necessity for recreation and entertainment for their soldiers during off-duty hours as a morale builder. In the U.S. Army, one officer and two enlisted men co-ordinate Special Services activities at division level. The program at company, battalion and regimental levels is carried out by personnel assigned to other primary duties.

The Soviet Army has saved manpower in another field—religion. Whereas each U.S. Army division has the services of Protestant, Catholic, and Jewish chaplains—one for each 850 soldiers—the chaplain strength of the Russian Army is zero.

There are numerous other soldiers in a U.S. infantry division whose primary jobs are not pulling the triggers of weapons aimed at an enemy. But, like those already mentioned, they contribute to the balanced organization that characterizes an American fighting outfit. When the occasion demands it, cooks, bakers and mail clerks pick up weapons in which they are thoroughly trained and give an excellent account of themselves.

The guns of the maintenance tank in an armored company always are loaded, and the mechanics who ride in the tank are as skilled in the use of the weapons as they are in the use of pliers and monkey wrenches. The forward observer for an artillery battery can use a rifle with the same degree of efficiency that he uses a walkie-talkie radio—and often has to use it. The signalmen who string wire from a company command post to battalion headquarters mastered the art of self-defense before they ever saw a field telephone. Truck drivers sometimes have to fight their way to the positions of the outfits they are serving—and they are thoroughly capable of doing it.

These are some of the reasons why the United States Army has more killing power—man for man—than any other army in the world.

"VICTORY AT SEA"

COMMANDER JAMES C. SHAW

HUGE GUNS roar and flash as a battleship lashes out at an island target; a carrier hauls into the wind to launch a swift screaming aerial strike; bombers drop their lethal loads which explode with blinding glare and mushrooming smoke on strategic targets far inland; *kamikaze* planes hurtle out of the sun's glare in suicidal strikes; landing craft scurry like water beetles to unload invading forces. All this and much more happens on millions of television screens in this country and abroad as part of the big show, *Victory At Sea*.

Produced jointly by the Navy and the National Broadcasting Company as a public service, the television film series consists of twenty-six half hour segments. Technically it boasts the first use of the new "magnastripe" film sound track which gives tone fidelity beyond anything previously heard on television. Also for the first time, a network show is being presented simultaneously in the United States and abroad, with about fifty million people expected to view it in Great Britain. Already, on the basis of its first four episode performances, it has earned the Sylvania Award as the outstanding contribution to television in 1952—a prize never before won by an organization outside the television industry. It has also been proclaimed the television "documentary of the year" in a poll of the Nation's critics.

To audiences, the production moves like a smooth running documentary. The music by Richard Rodgers is skillfully played by the big NBC Symphony Orchestra; the over-all effect is a thrilling picture of the Navy in exciting action during World War II; and to many a landbound American who has never actually been aboard a Navy vessel, it is a revelation. But putting together this pictorial record was anything but simple or easy. In fact, the show was "in production" for about two years.

The basic idea was originated three years ago by Mr. Henry Salomon. Service during and after World War II as a naval historian convinced him that the Navy is an unknown quantity to a large number of Americans. Except for sketchy impressions

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gleaned from newsreels and news picture coverage, the average citizen had little idea of the function and purpose of Navy ships, planes and men. Few understood a naval action or comprehended how a fleet on one side of an ocean may influence diplomacy and strategy thousands of miles away.

To fill this information vacuum, Mr. Salomon at first suggested producing an animated film, using ship models and narration to depict important World War II sea battles. Further inquiry revealed that millions of feet of action film, much of it never seen by the public, was filed in the Navy's Photographic Center at Anacostia, D. C. Why not use actual combat scenes rather than mock-up shots? And if first-class music could be supplied, would not the show be entertaining as well?

When Mr. Salomon presented this idea to the Navy and to the National Broadcasting Company, both were naturally cautious. For one thing, the entire project would be expensive, yet the dignity demanded of such a presentation would not permit recourse to certain types of commercial advertising to help defray these expenses. Obviously, too, the Navy could not use public funds. But the Radio Corporation of America saw the merit of the undertaking and NBC finally offered to pay the major cost as a public service. On the Navy side, former Secretary of the Navy Dan A. Kimball and Captain Walter Karig, naval historian and public information authority, recognized and endorsed it. The Navy agreed to make available all of its public information machinery, technical advice, film files and research facilities. Captain Karig was named technical adviser.

Mr. Salomon then formed a small staff of sixteen, each an expert in his own field, including several veterans of the actual naval campaigns. Richard Rodgers, the Pulitzer Prize composer of such hits as *South Pacific* and *Oklahoma* agreed to write the longest symphony score in history and Mr. Robert Russell Bennett undertook the directing of the NBC symphony in the orchestral accompaniment.

While the NBC group worked in New York, Captain Karig supervised the Navy's part of the project in Washington. A team of naval officers and enlisted men started reviewing Army, Navy and Air Force film as well as captured enemy footage. This in itself was a formidable task since all of the film had to be identified properly and then cleared for security; besides, the foreign film required expert translations from several languages. Captain Karig and Mr. Salomon traveled to Europe to gather excerpts from Allied film libraries. In all, sixty million feet of

film was reviewed and from this total sixty thousand feet was selected for final use.

The final product is a landmark for both television and the Navy—a new kind of documentary which appeals to both the reasoning and the imagination, with an over-all theme of the Navy as an instrument of peace. The music and the seascape with which each episode opens convey the mystery, power and majesty of the sea. The pictures speak eloquently for themselves, with the narration always subordinated as accompanist, not as intruder. An estimated sixty million Americans are expected to witness the series.

But that is not all. Neither NBC nor the Navy is content to let the film go into dead storage after the first run. As new television stations open, it will be re-broadcast; and some stations currently presenting it are already planning to repeat it. The films later will be made available for showing before specialized groups—students, teachers, civic organizations and the like. The music is being recorded for sale and sheet music of several compositions has been prepared for bands and orchestras.

To point up the purpose and mission of the series, each episode is followed by a two-minute talk on various aspects of sea power by such authorities as the Secretary of the Navy and the Chief of Naval Operations. These talks tie in the history of yesterday with the needs of today and tomorrow. The Pearl Harbor episode, repeated last 7 December, featured prayers delivered by Protestant, Catholic and Jewish chaplains.

Besides the Pearl Harbor episode, the series traces sea warfare from early anti-submarine action in 1939-41, through the North African landings, the war in the Pacific, Alaska and Murmansk, the Normandy landings, the invasion of Sicily and Southern France, reconquest of the Philippines and the surrender of Japan.

Victory at Sea has several implications for line officers and information specialists alike. It dramatically illustrates the fact that history is more than the preparation of action reports, that photography is an essential part of the record. Moreover, it underscores the fact that motion pictures and television are vital media capable of reaching a heterogeneous audience of men, women and children from all walks and stations of life. The range is nation-wide. Considered in its larger aspects, the entire show is a trail blazer for the future. The possibilities for similar productions in this field are unlimited if the services act with initiative and imagination.

COMBAT THROUGH THE CAMERA'S EYE

CAPTAIN CHARLES F. VALE

IN SOME of the most extensive combat photographic operations ever carried out in Korea, Signal Corps cameramen have made panoramic views of entire fronts facing infantry divisions. The photographers are rehearsed in carefully co-ordinated action, on the proper exposure to use. Then, armed with matched telephoto lenses, they accompany infantry patrols deep into no-man's-land. There they erect their tripods and shoot pictures during daylight hours. From the negatives they bring back, the division photo laboratory makes a series of separate prints. Finally all of these prints are carefully matched and pasted together, forming one long strip-photo panorama representing the entire enemy line facing the division.

From this complete and graphic record of the terrain features, G2 and G3 staff officers easily identify a myriad of details—enemy bunkers, elaborate communication trench systems, tunnel openings and concealed gun positions. In addition, every rifle company is furnished a copy of the panorama, plus enough enlarged copies of the section to their immediate front to make distribution to each platoon. These photos are carefully studied by the men before going on patrol and, in many instances, are carried with them.

Urgent, top-priority requests for tactical photographic coverage are a daily occurrence within United States infantry divisions on the line in Korea. G3 calls for a panorama of the enemy line facing the division. G2 needs low-altitude air views for analysis in its photographic interpretation center. Division artillery wants pictures in order to study the effectiveness of last night's fire mission. The Division Signal Company's Photographic Section fulfills all these requirements in a matter of hours.

Good photographic coverage of combat activities is the result of high technical skill combined with iron nerve. Combat photography not only requires all the skills necessary for good

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press photography, but also demands the additional skill of staying alive on a battlefield. The combat cameraman learns all of the tricks of infantrymen with whom he so often travels, all the while filming his story.

Whether shooting pictures in the midst of fast-breaking developments on the ground or from a low-flying, unprotected light aircraft within small arms range of the enemy, the combat photographer has no time to think about the necessary steps required to put his equipment in readiness. Such mechanical details as focusing and proper exposure must be so completely familiar to him that he accomplishes them automatically. Only then is it possible for him to devote his full attention to his view-finder and to the composition of the picture. To these requirements the motion picture cameraman must add the additional demands of coherence and continuity, so that his coverage can be edited into a harmonious whole.

Good combat coverage is never obtained from the relative security of a bunker or a fox-hole. Narrow escapes while under fire are reported almost daily by photographers filming combat units in action. A Signal Corps cameraman who was awarded the Silver Star for his pictures of the amphibious action during the Inchon operation recalls, "My movie camera ran out of film and



A combat photographer accompanies a task force.

U. S. Army Photograph

I had to stop to reload. Four guys passed me from behind and all of them ran right into an incoming mortar round and got hit. The next sequence was a lulu. As the tanks started moving through an opening in a sandbag barrier all hell broke loose from the North Korean antitank guns and rifles. The air was whipped with everything from flying stones to big shells...."

Ever since Civil War days when Mathew Brady developed his first wet plates and printed his first pictures in the back of a wagon, combat photography has offered ever wider and more valuable technical data to the battlefield commander. Does the commander want visual proof of the effectiveness of an artillery fire mission? A Signal Corps photographer shoots the pictures with a hand-held aerial camera from a light Army aircraft. The exposed films are air-dropped to the photo laboratory in or near the division command post where they are immediately processed and the final prints delivered to the commander within an hour. Does he want expert opinion in a hurry about some strange, new enemy weapon or equipment a patrol has just captured? Pictures of the captured weapon or equipment are rushed by air to higher echelons or to the zone of interior, making it possible for scientists there to begin preliminary analysis while the materiel is in transit. Has his unit just completed an historically important campaign? Movies and still photographs indelibly record for posterity his unit's action—the victories, hardships, losses and heroism of his men.

Today, more than ever before, excellent photographic assistance is readily available to any field commander. As late as World War II photographers were directly assigned only to Army or higher headquarters. Lower echelons were dependent for picture coverage on teams dispatched with task forces or to designated units in active contact with the enemy. The control of these teams remained with the higher headquarters and, because they were assigned specific missions, it was difficult for the division or corps commander to implement a photo mission.

Now, however, each division signal company contains a photographic section, consisting of one officer, seven still photographers, two motion picture cameramen and six laboratory technicians. In addition to this personnel at each division headquarters, fourteen enlisted motion picture cameramen and sixteen still photographers are available from Eighth Army Headquarters for immediate temporary duty assignment to active spots on the Korean front, and to replace casualties. Five experienced pictorial officers are also available.

Concurrently with the organizational changes, even more spectacular advances have been made in techniques and equipment. The Signal Corps recently developed a new lightweight, high-speed combat camera, features of which are most appreciated by experienced photographers. This camera has a four inch f/2.8 lens and shutter speeds ranging up to 1/500th of a second. An automatic shutter mechanism and film transport make it possible to shoot ten pictures in five seconds on a fifty exposure roll of 70-mm. film. A built-in knife permits removal at any time of any part of the film desired before the entire roll



Captured Communist weapons are photographed.

U. S. Army Photograph

is exposed. A combined view finder and range finder automatically adjusts for use with either the normal lens, a wide angle lens, or an f/4. telephoto lens. The entire kit weighs only twenty-two pounds and will soon be available for issue to combat units.

A compact, three-room, air-conditioned photo laboratory, mounted on a standard 2½ ton truck chassis and complete with processing equipment and water reclaiming unit, has also been developed. The unit has been tested in field exercises and will be more widely used in a short time.

By making the maximum utilization of available equipment and by ingenious development of field expedients, each of the

division photo units on the front lines in Korea turns out an average of fifteen hundred still prints each week. This production is often maintained under the worst possible field conditions. Temperature control and ample fresh water supply are basic requirements in any photo laboratory, yet both are difficult to secure in the field.

An average of eight thousand feet of exposed 35-mm. film is forwarded each week to the Signal Corps Photo Laboratory in Tokyo for processing, editing, preview and release. This footage is primarily intended for historical record and staff use, but it is made available impartially to commercial newsreel and tele-



The Signal Corps camera saves time by copying documents and maps for widespread distribution.

U. S. Army Photograph

vision companies. With the ever-growing demand for television subjects showing activities of United Nations forces in Korea, it is anticipated that the average motion picture production figures will soon be doubled. Currently eight television-film projects under the supervision of Signal Officer, Eighth Army, are being produced for the popular television series, *The Big Picture*. Training films using Korea for a backdrop and the activities of troops in combat or in close support are filmed on the spot. Some of the film is used as stock footage at the Signal Corps Photographic Center, Long Island City, New York. (See "Producing Army Training Films," January 1953 DIGEST.)

Combat action pictures released to newspapers, magazines and newsreels not only build morale but spur civilian support on the home front. However, they have a more important immediate use. Staff sections at all command echelons use these pictures to study the performance of troops in combat. Do individual soldiers take cover properly? Have they discarded any essential equipment in the heat of battle? What is their physical reaction to the various situations that occur? The work of a good combat photographer can provide the answers to a hundred questions like these. Like a football coach watching the movies of Saturday's game, the staff officers can sift through the day's photographic shots. Often mistakes noted form the basis for recommendations in troop training.

It is imperative that all commanders and all combat staff officers know both the capabilities and limitations of combat photography. Photographers must not be left on their own to try and guess the time and place of an important mission. The photo unit is geared to handle the requirements of all staff sections, under priorities established by the unit commander if necessary, but it must be directed. Commanders and staff officers must become familiar with the different jobs photography can do for them before they can appreciate its potentialities in such fields as air and ground reconnaissance, combat and technical intelligence, and operational and historical records.

Once a commander and his staff discover the advantages of using photography in their work—in recording, for example, the development and use of new equipment or new techniques in battle, or in planning an operation—the demand for such services will continue to expand. No one then need be reminded that photography is a truly valuable adjunct which can make the work of the commander and his staff and the activities of combat units more effective.

THE BELLE-SCOTT PLAN OF COMMUNITY RELATIONS

LIEUTENANT COLONEL RUSSELL W. TARVIN

WHEN A WRITER in a national magazine described the community of Belleville, Illinois, as "mercenary and grasping" toward the personnel of Scott Air Force Base, home of the Air Training Command, he touched off a chain reaction whose reverberations are still being felt. The first involuntary response was indignant denial; then Belleville and Scott AFB took a closer look at themselves and decided that while all the accusations could not be true, some might be. Residents and airmen agreed that their town had many good points and that something should be done to remedy the bad ones. The result is the Belle-Scott plan under which townspeople and Air Force personnel co-operate to solve mutual problems.

In many respects, the Belleville situation was typical of the dislocations which accompany a rapid expansion of the military forces—dislocations to a community as well as to the service personnel involved. And while considerable work had been done by many communities during World War II to meet and solve such problems, most of these activities had been allowed to lapse in the post-war period.

With the Korean outbreak, the growing population of Scott Air Force Base was swelled still more by relocation there of the Air Training Command. That placed a severe strain on the city's facilities for sheltering, educating and providing recreation for the many families suddenly thrust into the area. Friction arose. Scott personnel felt that merchants often had two prices—one for local citizens, one for those in uniform. Merchants complained that airmen were abusing Post Exchange privileges. Schools designed for a normal city population of thirty-two thousand were over-crowded. Scott personnel felt they often were harshly treated for minor misdemeanors whereas Belleville citizens frequently blamed base personnel for causing disturbances. Housing was also a sore point; airmen had difficulty find-

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ing accommodations for their families at any price and many Bellevilleans at the same time complained that they were penalized by rent ceilings which failed to allow for damage to their property.

Belleville quickly launched a concerted drive to improve town and base relations. The mayor of the city, H. V. Calhoun, and the commanding officer of the base, Colonel George W. Pardy, met and agreed that the first step toward solution of their mutual problems should be some sort of combined town meeting. Both were new at their particular jobs but both had considerable background experience. Mr. Calhoun, a former superintendent of schools, was closely acquainted with problems of young people. Colonel Pardy had served as commanding officer of several large bases and had himself previously been a businessman in San Diego, California. Lieutenant General Robert W. Harper, who had recently moved his Air Training Command Headquarters to Scott, gave hearty approval to the budding idea.

As a starter, a GI-Pal Dinner was held in November 1950 with Belleville business and professional people and key Scott AFB and Air Training Command officers each paying for the privilege of escorting an airman to the affair. Proceeds went to the local USO. The dinner has been repeated annually.

As a result of this first meeting, business and professional men representing virtually every phase of Belleville community life, and their Scott military counterparts, formed the Belle-Scott Committee. The Committee is composed of nine military and nine civilian members who occupy parallel supervisory positions in their respective communities—mayor and commanding officer, chief of police and provost marshal, director of public health and base surgeon, and the like. Subcommittees were named to survey and take action in five fields—Housing, Recreation, Social and Cultural Activities, Religion and Education, and Special Problems and Promotions.

The Belle-Scott Committee meets at regular intervals but its various subcommittees function continuously so that there is no delay in getting action by proper authorities. Civilian members are selected not only for their business or civic connections but for their interest in the welfare of the community and the Armed Forces. Military membership is limited to key officers and one noncommissioned officer. Other airmen are invited to sit in on meetings. They frequently advise on problems under consideration—and even more important they take back to their units the story of what is being accomplished.

While benefits of the plan cannot be summarized entirely in statistical terms, there are ample concrete accomplishments to report. During the first month of the Committee's activity, listing of homes and apartments available for rental increased about 200 percent. Arrests of airmen, once 28 percent of the town's entire total, were reduced by one third. USO activity now is booming in a healthy manner and the number of girls volunteering as hostesses has doubled—a good indication of a change for the better in the entire local attitude.

Probably the busiest of all the subcommittees is that on housing. With a national housing shortage in existence, obviously an influx of new families into a moderate-sized city renders the situation more acute. First task of the housing group therefore was to conduct an intensive campaign to make more homes, apartments and rooms available—with the favorable results already mentioned.

The Base Housing Officer and a civilian real estate representative make up the Housing subcommittee; both co-operate to obtain more off-base housing listings. The subcommittee also keeps city landlords informed of new developments affecting establishment of Government and Wherry housing projects. Any complaints of damage to property by tenants are handled by a rental control branch at the base. Military tenants are requested to give landlords thirty days' notice before vacating. The subcommittee also has been instrumental in improving trailer camp facilities in neighboring areas. Periodic inspections are conducted by health officers appointed by Mayor Calhoun, with special emphasis on sanitation.

In a questionnaire distributed to cross-sections of the civilian and military communities, Scott airmen expressed greatest dissatisfaction with high rentals and housing shortages. To help alleviate these problems, a branch rent control office with a full-time manager was set up in Belleville.

The subcommittees on Recreation and on Social and Cultural activities called on clubs, churches and social groups for co-operation. The revived USO early played an important role in bringing base and community together. With funds provided by the Women's Division of the Belleville Chamber of Commerce, a patio was erected at the USO; labor was provided both by city labor unions and Scott personnel. Civic clubs and other groups arranged for attendance of Scott personnel as guests and speakers. Special attention was given to personnel of friendly foreign countries who attend classes at Scott—an aspect of the entire

Belle-Scott plan that brings results even beyond the local or national level. An inter-mural sports program between the base and the community was organized and still continues. Clubs and other groups sponsor attendance by servicemen at concerts and at theatrical and cultural events. Some of the groups also bring entertainment to the base hospitals. On Mother's Day, one hundred and fifty Belleville mothers each "adopted" an airman for the day. The young airmen went to the sponsors' homes for dinner and spent the day with the families.

As its contribution, Scott AFB set up a film library and a speakers' bureau to provide information and entertainment for civic organizations in Belleville. Tours of the base are conducted for civilian groups, and residents of nearby communities are invited to attend the base talent shows given periodically.

Closely allied with the problems of recreation are those of religion and education. This subcommittee conducted a survey of base personnel and established a card file to aid religious groups in reaching their co-religionists. Belleville automobile dealers provide transportation from the USO for airmen who wish to attend churches of their choice. A successful feature is the exchange of pulpits by local ministers and base chaplains.

Participation by Scott personnel in evening classes at high schools and nearby colleges has steadily increased. The Belleville Junior College, for instance, has several off-duty courses especially designed to meet the needs of airmen.

Several vexing problems in law enforcement confronted the subcommittee on Municipal Relations. Airmen believed that minor violations of city ordinances were being publicized to a greater extent than similar offenses committed by local residents. Further they felt they were being tagged unfairly for minor offenses of a type which ordinarily would not warrant such action. This source of friction was smoothed out after conferences between the Provost Marshal and the Chief of the Belleville police force. As a result, city patrolmen and Air Police now work in closer harmony; an Air Police desk sergeant even has a place in the Belleville police station. Newly arrived base personnel are indoctrinated on city ordinances, especially traffic regulations. In any serious case, both civilian and military police authorities work closely to avoid discrimination.

Among this subcommittee's practical accomplishments, a traffic problem involving Scott military and civilian personnel who parked cars near bus stops was worked out efficiently. Prompt civilian police action resulted in the warding off of several po-

tential "off limits" restrictions. Individual cases of fare gouging by cab drivers were quickly corrected by city officials. And a concentrated effort continues to be made by both civilian and military authorities to stamp out venereal disease.

A source of friction between town and base that exists wherever a military establishment expands rapidly—but one that is very seldom recognized—is that involving hiring of civilian help. Many local employers resent losing employees, particularly when they leave without giving adequate notice. At Scott, the Civilian Personnel Office now carefully instructs new employees that they must give their employers two weeks' notice before leaving to take a job on the base.

A problem small in point of numbers of individuals affected but looming large because of the principles involved, was that of airmen taking jobs in town during their off-duty time. Labor unions in some instances objected that such practices infringed upon the earning power of local citizens. The committee clarified the unions' stand on the problem and insured that all airmen were properly informed on the matter.

In answer to the complaints of local businessmen that Post Exchange privileges were being abused, the base set up closer checks on quantities that may be sold per family or individual.

The subcommittee on Special Problems and Promotions has secured courtesy cards admitting Scott personnel to local lodge rooms. As a further aid to good community relations the base has arranged for courtesy passes to be issued to citizens who have legitimate business of recurring nature at the post—physicians, attorneys, ministers and the like. A program of public information also is carried on by this subcommittee. Radio programs and round table discussions have been helpful in securing further co-operation.

As a result of these activities Belleville today feels that anybody holding up a mirror to the town will get a wholly enlightened reflection of what civic awareness of Armed Forces problems and needs can accomplish. In settling differences at the conference table and in a spirit of mutual co-operation, Belleville residents and Scott Air Force Base personnel are showing the way to other communities facing similar problems.

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Evolution of Communications

